

Ward 1 Terry M.A. Brooks, I  
(2009 - 2013)

Ward 2 David A. Conroy  
(2007 - 2011)

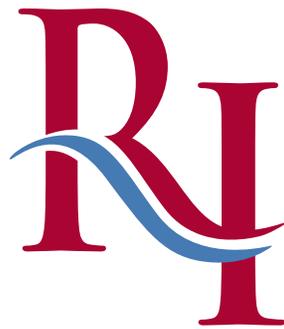
Ward 3 Paul Foley  
(2009 - 2013)

Ward 4 Stephen L. Tollenaer  
(2007 - 2011)

Ward 5 Jason Jones  
(2009 - 2013)

Ward 6 Joy Murphy  
(2007 - 2011)

Ward 7 Charles O. Austin III  
(2009 - 2013)



# ROCK ISLAND

## ILLINOIS



## TABLE OF CONTENTS

|  |     |
|--|-----|
| Section 1 - Table of Contents                  | 3   |
| Section 2 – Manager's Brief<br>Manager's Brief | 7   |
| Section 3 - Budget Digest                      |     |
| Budget Award                                   | 15  |
| Financial Information                          | 17  |
| General Fund Review                            | 18  |
| General Fund Balance                           | 23  |
| Special Revenue Funds                          | 23  |
| Debt Service Fund                              | 26  |
| Enterprise Operations                          | 27  |
| Internal Service Operations                    | 29  |
| Pension Fund & Cafeteria Plan                  | 31  |
| Capital Improvements                           | 31  |
| Other Information                              | 32  |
| Awards/Summary                                 | 33  |
| Section 4 - Financial Summary                  |     |
| Financial Trend Monitoring Information         | 35  |
| Community Growth Trends                        | 37  |
| Comparative Trends                             | 43  |
| Revenue Trends                                 | 53  |
| Expenditure Trends                             | 71  |
| Balance Sheet Trends                           | 75  |
| Debt Service Trends                            | 81  |
| Financial Policies                             | 85  |
| Investment Policy                              | 91  |
| Purchasing Policies                            | 99  |
| Section 5 - Legislative/Administrative         |     |
| Mayor & Council                                | 107 |
| City Clerk                                     | 112 |
| General Administration                         | 115 |
| Administrative Services Department             | 119 |
| Administration                                 | 124 |
| Personnel Services                             | 126 |
| Information Technology Services                | 128 |
| Geographical Information Systems               | 130 |

|                         |     |
|-------------------------|-----|
| Finance Department      | 133 |
| Finance Administration  | 136 |
| Customer Service Center | 138 |
| Accounting Services     | 140 |

#### Section 6 - Community/Economic Development

|   |     |
|---|-----|
| Community & Economic Development Department | 143 |
| Com & Econ Dev Administration               | 148 |
| Economic Development                        | 150 |
| Planning/Zoning/Historic Preservation       | 152 |
| Neighborhood Redevelopment                  | 154 |
| Inspection Services                         | 156 |
| Rental Inspection Services                  | 158 |
| Martin Luther King Community Center         | 161 |
| King Center Administration                  | 164 |
| Sponsored Programs                          | 166 |

#### Section 7 - Public Safety

|                           |     |
|---------------------------|-----|
| Police Department         | 169 |
| Police Administration     | 174 |
| Patrol                    | 176 |
| Auxiliary Police          | 178 |
| Major Crime               | 180 |
| Narcotics/Vice            | 182 |
| Juvenile Investigation    | 184 |
| Community Services        | 186 |
| Resource Services         | 188 |
| Communications            | 190 |
| Technical Services        | 192 |
| Records                   | 194 |
| Fire Department           | 197 |
| Fire Administration       | 200 |
| Fire & Emergency Services | 202 |
| Fire Prevention           | 204 |
| Ambulance                 | 206 |
| Police & Fire Commission  | 208 |

#### Section 8- Public Works

|                             |     |
|-----------------------------|-----|
| Public Works Department     | 211 |
| Public Works Administration | 218 |
| Building Maintenance        | 220 |

|                              |     |
|------------------------------|-----|
| Engineering Services         | 222 |
| Street Maintenance & Repair  | 224 |
| Snow & Ice Control           | 226 |
| Refuse Collection            | 228 |
| Levee/ROW Maintenance        | 230 |
| Motor Vehicle Parking System | 232 |
| Water Treatment              | 234 |
| Water Distribution           | 236 |
| Wastewater Collections       | 238 |
| Wastewater Treatment         | 240 |
| Storm Water Management       | 242 |
| Hydroelectric Plant          | 244 |
| Fleet Services               | 246 |
| Equipment Replacement        | 248 |
| Electrical Maintenance       | 250 |

#### Section 9 - Cultural & Recreational

|   |     |
|---|-----|
| Park & Recreation Department                  | 253 |
| Park & Recreation Administration              | 256 |
| Park Maintenance                              | 258 |
| Recreation Programs                           | 260 |
| Whitewater Junction Aquatic Center            | 262 |
| Highland Springs Golf Course                  | 264 |
| Saukie Golf Course                            | 266 |
| Golf Pro Shop                                 | 268 |
| RI Fitness & Activity Center                  | 270 |
| Riverfront Park                               | 272 |
| Rock Island Public Library                    | 275 |
| Library Administration                        | 278 |
| Main Library                                  | 280 |
| 30/31 Branch Library                          | 282 |
| Southwest Branch Library                      | 284 |
| Sunset Marina (division of Public Works Dept) | 286 |

#### Section 10 - Non-Operating Funds

|                             |     |
|-----------------------------|-----|
| Insurance                   | 290 |
| Police & Fire Pension Funds | 292 |
| Debt Service                | 293 |

#### Section 11 - Capital

|                                 |     |
|---------------------------------|-----|
| Capital Improvements            | 295 |
| 5-Year Capital Improvement Plan | 297 |
| Gaming Fund Allocations         | 302 |

|   |     |
|---|-----|
| 5-Year Capital Improvement Plan Summary | 306 |
| Street and Miscellaneous Projects       | 308 |
| Water Utility Projects                  | 315 |
| Sewer Utility Projects                  | 320 |
| Stormwater Utility Projects             | 324 |
| Capital Improvement Impact              | 329 |

## Section 12 - Miscellaneous

|                                      |  |
|--------------------------------------|--|
| Financial Tables                     |  |
| Table 1                              | Capital Outlay Schedule 333              |
| Table 2                              | Infrastructure Maintenance Projects 336  |
| Table 3                              | Economic Development Projects 337        |
| Table 4                              | Allocation of Gaming Funds 338           |
| Table 5                              | Small Tools & Equipment 340              |
| Table 6                              | General Fund Five-Year Projection 351    |
| Table 7                              | General Fund Revenue Comparison 353      |
| Table 8                              | General Fund Comparison by Object 354    |
| Table 9                              | General Fund Expenditures by Dept 355    |
| Table 10                             | Revenue Comparisons 356                  |
| Table 11                             | Expenditure Comparisons by Object 357    |
| Table 12                             | Expenditures by Department 358           |
| Table 13                             | Cash Flow Projection 359                 |
| Table 14                             | Net Income Projection 361                |
| Table 15                             | Transfers 362                            |
| Table 16                             | Debt Service 366                         |
| Table 17                             | Revenue & Expense Summary 369            |
| Employee Tables                      |  |
| Table 18                             | Employees by Department 371              |
| Table 19                             | Full Time Equivalents by Cost Center 373 |
| General Community Information Tables |  |
| Table 20                             | Principal Taxpayers 375                  |
| Table 21                             | General Community Information 376        |
| General Information About the City   | 386                                      |
| Municipal Services                   | 388                                      |
| Document Organization                | 390                                      |
| Strategic Plan                       | 393                                      |
| Budget Ordinance                     | 432                                      |
| Budget Authority                     | 434                                      |
| Budget Schedule                      | 437                                      |
| Glossary                             | 440                                      |

# MANAGER'S BRIEF

---

February 15, 2010

Mayor and Members of the City Council:

I am pleased to submit the proposed 2010/2011 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 2009. 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 2010/2011 Policy Agenda:

## Top priorities

- Examine and evaluate alternative revenue sources
- Promote casino area development
- Support the Safer Communities Task Force
- Encourage Campustown development
- Establish Rock Island housing vision and plan and solidify working relationships

## High priorities

- Determine direction for operation of Sunset Marina
- Update and fund the Capital Improvement Plan
- Promote development on the Andalusia Road corridor and south along the Rock Island Parkway
- Support Columbia Park development
- Encourage retail development on the Blackhawk Road corridor

The proposed 2010/2011 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. \$32,636,407 is budgeted this fiscal year for capital and infrastructure maintenance projects and a total of \$58,647,703 is planned for the remaining four years. The primary fiscal 2011 capital and maintenance projects are:

|  |                |
|--|----------------|
| • Long-Term Control Plan – Wet Weather Treatment | \$ 8,316,331   |
| • Schwiebert Riverfront Park                     | 6,001,538      |
| • Martin Luther King Center Building expansion   | 2,687,628      |
| • Design and construction of Old Chicago Park    | 1,635,000      |
| • Fleet equipment purchases                      | 1,551,326      |
| • Street repair projects                         | 7,877,965      |
| • Water system improvements                      | 1,922,288      |
| • Sewer system improvements                      | 675,788        |
| • Children's Garden                              | 750,000        |
|  | <u>750,000</u> |
|  | \$31,417,864   |

3. The 2010/2011 budget includes expenditures totaling \$5,000,000 from riverboat gaming revenues. Table 4, in the Miscellaneous Section details the allocation of funds from gaming and general fund carryover to discretionary projects.
4. All city personnel costs are included. Wage increases for the six bargaining units and non-affiliated employees are not budgeted. Personnel changes result in the decrease of 6.98 full time equivalents (fte).

## GENERAL FUND

The city's general fund finances many of the basic services provided by the city. It includes police and fire protection, street maintenance, sanitation services, as well as the support services such as the finance and general services departments. The 2010/2011 general fund budget is \$33,167,503. This is a 5% increase from the 2010 fiscal year. Personnel costs increased \$868,489 or 4%. Other changes are supplies – down \$174,083 or 12%, services – down \$60,349 or 1%, capital – up \$150,000, transfers up \$115,239 or 97% and contingency/bad debt up \$584,264 or 57%.

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 include wages, overtime and severance. These are up \$40,725 or .3%. Severance pay of \$50,927 offsets the decrease in wages and overtime. Health insurance increased \$19,332 or 1.0%. Pensions increased \$844,263 or 19.3%.
- Supplies:** Supplies are four percent of total General Fund expenditures. Supplies decreased twelve percent or \$174,083. Street maintenance supplies for slurry seal are down \$71,059 and computer equipment is down \$114,100.
- Services:** Services are twenty-one percent of the General fund budget. They decreased \$60,349 or one percent. The primary decreases are legal, engineering and automotive services (\$38,650, \$52,294 and \$28,337). Increases include building improvements for the central fire station floor (\$80,450) and remodeling in the police department (\$66,802).
- Other:** Other is less than one percent of total expenditures. This category decreased by \$6,263.
- Programs:** The distribution of \$50,000 to Rock Island social service agencies is included as a Community and Economic Development program.
- Capital:** Capital of \$150,000 purchases police office furniture and is funded by technology grants.
- Transfers:** Transfers to other funds total \$234,316. Transfers to other funds increased \$115,316 or 97%. \$40,000 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, \$39,316 is transferred to the Engineering fund and \$150,000 of hotel/motel tax funds is transferred to the Community and Economic Development fund in lieu of recording the tax directly in that fund.
- Contingency:** City financial policies set the General fund contingency at 1% of budgeted expenditures. The general fund contingency is budgeted at \$325,000. Bad debt for ambulance billings increased \$576,834. This increase is offset by an increase in ambulance revenue of \$887,409.

## TOTAL BUDGET

The total budget includes the General Fund, Enterprise Funds, Internal Service Funds and restricted Funds. The 2010/2011 budget after eliminations is \$101,602,659. This is a \$3,308,860 or three percent increase from the 2009/2010 budget. The greatest increases are services – up \$2,647,916 or 12%, programs – up \$2,010,939 or 42% and debt service – up \$1,564,471 of 46%. The greatest decreases are supplies – down \$745,356 or 14% and capital – down \$2,726,130 or 10%.

## PROPERTY TAX

The City's assessed value continues to grow. The valuation before exemptions is expected to increase 1.45% from last year. This is the twentieth 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 \$2.36 per \$100 of assessed value. This rate is 43% less than the 1991 property tax rate of \$4.13. The proposed 2010/2011 budget includes a property tax levy of \$11,177,394. This is an increase of \$159,756 from the 2009/2010 fiscal year property tax extensions and is only 24% more than the 2000 property tax receipts.

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

## FUTURE OUTLOOK

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

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

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

During recent years, we have seen flat sales tax revenue despite a ¼% increase in the local option sales tax. Modest 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, has provided the city with enhanced revenue and jobs. Moving the casino from its downtown Mississippi River waterfront location also allowed the city to proceed with design and construction of a new park at this location. Completion of the five acre Schwiebert Riverfront Park in the summer of 2010 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, the \$6.6 million McKesson project, situated directly south of the armory site, offers 22 condominium units as well as 16,000 square feet of commercial

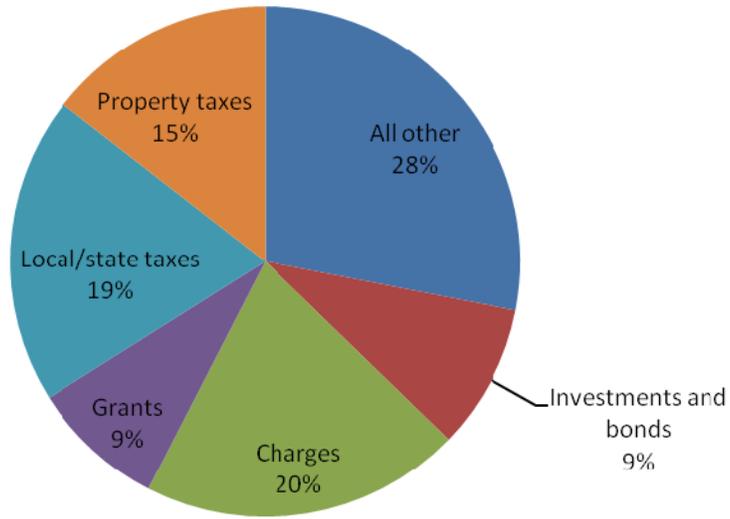
space. Also planned for downtown is the \$18 million Jackson Square project which will convert an industrial complex at 24th Street and 4th Avenue into 72 housing units. Further east on the waterfront, efforts will continue to focus on redevelopment in the Columbia Park area. During the past year, owners 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, Inspired Design 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.

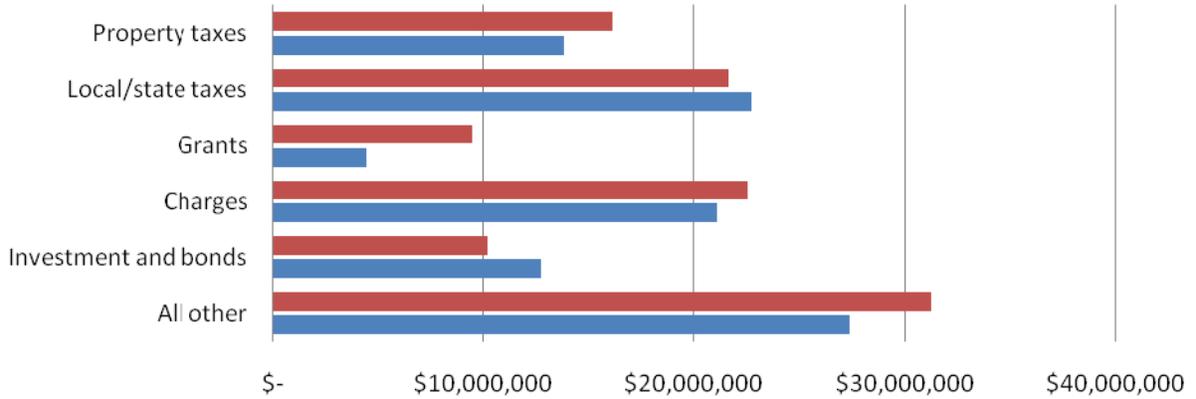
Sincerely,

John C. Phillips, City Manager

## Where The Money Comes From



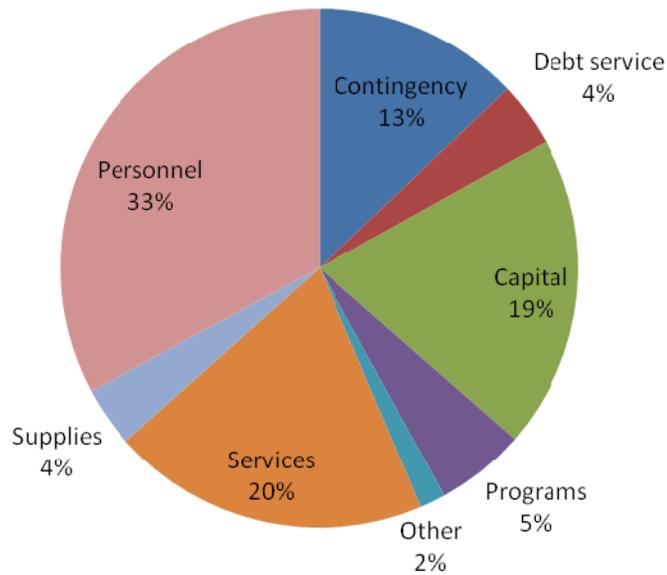
## Where The Money Comes From



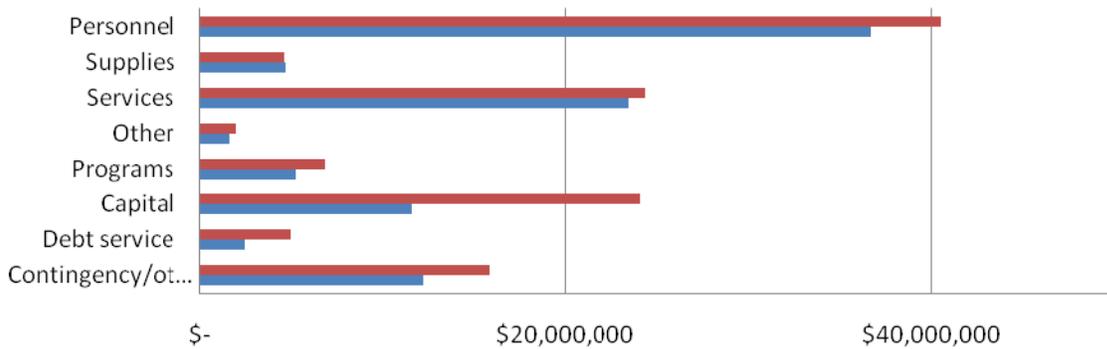
|        | All other    | Investment and bonds | Charges      | Grants      | Local/state taxes | Property taxes |
|--------|--------------|----------------------|--------------|-------------|-------------------|----------------|
| ■ 2011 | \$31,243,119 | \$10,214,698         | \$22,558,069 | \$9,464,921 | \$21,623,336      | \$16,087,700   |
| ■ 2010 | \$27,424,136 | \$12,755,816         | \$21,071,639 | \$4,405,504 | \$22,742,599      | \$13,806,920   |

■ 2011 ■ 2010

## Where The Money Goes



## Where The Money Goes



|        | Contingency/other | Debt service | Capital      | Programs    | Other       | Services     | Supplies    | Personnel    |
|--------|-------------------|--------------|--------------|-------------|-------------|--------------|-------------|--------------|
| ■ 2011 | \$15,870,790      | \$4,960,033  | \$24,095,260 | \$6,851,012 | \$1,970,382 | \$24,393,510 | \$4,603,121 | \$40,525,900 |
| ■ 2010 | \$12,250,630      | \$2,438,138  | \$11,588,560 | \$5,256,214 | \$1,654,346 | \$23,460,470 | \$4,675,903 | \$36,720,870 |

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 2011 | Total FY 2010 | Total FY 2009 | Total FY 2008 | Total FY 2007 | Total FY 2006 | Total FY 2005 |
|--------------------------------|--------------|-----------------|--------------|------------------|------------|------------------|------------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Property taxes                 | 7,456,631    | 6,694,310       | 236,431      |                  | 1,720,408  |                  |                  |                | 16,107,760    | 13,125,764    | 13,125,764    | 12,424,549    | 11,997,569    | 11,915,704    | 11,072,700    |
| Local taxes                    | 7,131,668    |                 | 62,670       |                  |            |                  |                  |                | 7,194,338     | 6,503,292     | 7,056,748     | 7,181,248     | 7,061,248     | 6,782,457     | 6,691,675     |
| State taxes                    | 8,378,998    | 6,050,000       |              |                  |            |                  |                  |                | 14,428,998    | 16,239,307    | 13,566,578    | 14,356,127    | 13,747,198    | 12,810,198    | 11,991,376    |
| Business license & permits     | 358,210      |                 |              |                  | 850        |                  |                  |                | 358,210       | 356,335       | 324,000       | 311,510       | 326,335       | 306,350       | 262,740       |
| Non-business license & permits | 470,100      | 5,805,100       |              | 2,254,027        |            | 45,000           |                  | 381,945        | 470,650       | 484,545       | 444,500       | 442,700       | 442,900       | 442,754       | 389,924       |
| Grants                         | 300,849      | 571,425         |              | 35,000           | 678,000    |                  |                  | 2,250          | 9,464,921     | 4,405,504     | 4,031,939     | 7,611,076     | 5,686,362     | 4,665,063     | 2,501,942     |
| Charges for services           | 4,804,351    | 1,350           |              |                  | 17,021,863 | 125,430          |                  |                | 22,588,069    | 21,071,639    | 19,321,369    | 18,361,297    | 17,188,200    | 15,689,995    | 15,121,029    |
| Program fees                   |              |                 |              |                  | 389,140    |                  |                  |                | 392,740       | 375,435       | 341,678       | 333,699       | 307,959       | 306,774       | 309,923       |
| Concessions                    |              |                 |              |                  | 447,034    |                  |                  |                | 447,034       | 443,668       | 434,628       | 437,878       | 429,734       | 417,199       | 406,930       |
| Rents and royalties            | 31,000       | 32,352          |              |                  | 748,325    |                  |                  |                | 811,677       | 796,330       | 835,273       | 862,041       | 783,134       | 752,940       | 654,347       |
| Employer contribution          |              |                 |              |                  |            | 3,727,330        | 4,231,785        |                | 7,959,115     | 7,262,809     | 6,432,272     | 6,110,871     | 5,963,645     | 5,573,844     | 4,848,568     |
| Retiree contribution           |              |                 |              |                  | 1,004,180  |                  | 988,184          |                | 1,992,374     | 1,888,100     | 1,753,756     | 1,724,379     | 1,691,111     | 1,549,438     | 1,625,980     |
| Employee contribution          |              |                 |              |                  |            | 736,462          |                  |                | 736,462       | 740,288       | 703,725       | 648,996       | 673,963       | 777,206       | 662,667       |
| Engineering                    |              |                 |              |                  |            | 1,107,938        |                  |                | 1,107,938     | 1,186,588     | 1,170,865     | 1,109,750     | 1,061,000     | 851,000       | 851,554       |
| Equipment maintenance          |              |                 |              |                  |            | 3,389,565        |                  |                | 3,389,565     | 3,563,880     | 3,034,087     | 2,862,055     | 2,686,039     | 2,416,529     | 2,129,803     |
| Hydroplant                     |              |                 |              |                  |            | 277,239          |                  |                | 277,239       | 257,445       | 115,786       |               |               |               |               |
| Transfers for charges          | 1,842,769    |                 |              |                  | 163,000    |                  |                  |                | 2,163,033     | 2,163,803     | 2,074,719     | 1,761,738     | 1,456,990     | 1,424,896     | 1,367,209     |
| Investments and loans          | 142,371      | 307,598         | 3,971        |                  | 720,982    | 103,906          |                  | 13,140         | 2,242,698     | 3,315,816     | 5,322,109     | 5,320,826     | 2,944,668     | 2,795,734     | 2,950,341     |
| Contributions and donations    |              | 1,517,250       |              |                  | 16,150     |                  |                  | 406,700        | 1,942,100     | 1,369,288     | 562,960       | 509,315       | 190,652       | 123,910       | 151,510       |
| Reimbursements                 | 84           |                 |              |                  |            |                  |                  |                | 84            | 100           | 300           | 300           | 708           | 758           | 708           |
| Sale of fixed assets           | 6,000        |                 |              |                  |            |                  |                  |                | 6,000         | 2,450         |               |               |               |               | 1,025         |
| Proceeds from LT liabilities   |              |                 |              | 972,000          | 7,000,000  |                  |                  |                | 7,972,000     | 9,440,000     | 16,559,000    | 3,037         | 5,653,000     |               | 550,000       |
| Operating transfers            | 2,290,912    | 1,456,312       | 1,737,956    | 2,730,248        | 592,482    | 18,000           |                  | 193,771        | 9,009,683     | 6,343,269     | 6,055,748     | 7,059,684     | 7,030,699     | 7,352,694     | 6,895,457     |
| Other                          | 11,100       | 3,350           |              |                  | 47,417     | 96,948           |                  |                | 158,815       | 179,813       | 76,299        | 131,021       | 50,301        | 25,211        | 37,186        |
| Revenue 2010/11                | 33,225,043   | 22,439,047      | 2,041,030    | 5,991,275        | 29,536,761 | 10,789,292       | 6,171,589        | 997,806        | 111,191,843   | 102,206,614   | 103,370,095   | 89,564,187    | 87,377,615    | 77,482,554    | 71,504,594    |
| Revenue 2009/10                | 31,707,406   | 19,377,754      | 1,378,303    | 8,116,559        | 24,218,633 | 11,070,640       | 5,866,578        | 468,741        | 102,206,614   |               |               |               |               |               |               |
| Revenue 2008/09                | 30,560,181   | 16,487,278      | 883,641      | 13,172,567       | 22,499,942 | 12,013,955       | 7,246,801        | 535,630        | 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    |               |               |               |               |               |               |
| Revenue 2006/07                | 27,709,361   | 17,703,137      | 1,036,256    | 3,326,000        | 22,980,817 | 9,144,725        | 5,133,811        | 343,508        | 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    |               |               |               |               |               |               |
| 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    |               |               |               |               |               |               |
| Difference from 2009/10        | 1,517,637    | 3,061,293       | 662,727      | (2,125,284)      | 5,318,128  | (281,348)        | 303,011          | 529,055        | 8,985,229     |               |               |               |               |               |               |
| Percent change from 2010/11    | 5.0%         | 18.6%           | 75.0%        | -16.1%           | 23.6%      | -2.3%            | 4.2%             | 99.7%          | 8.7%          |               |               |               |               |               |               |

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 2011 | Total FY 2010 | Total FY 2009 | Total FY 2008 | Total FY 2007 | Total FY 2006 | Total FY 2005 |
|-------------------------------|--------------|-----------------|--------------|------------------|-------------|------------------|------------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Expense:</b>               |              |                 |              |                  |             |                  |                  |                |               |               |               |               |               |               |               |
| Personnel                     | 22,775,169   | 2,519,269       |              |                  | 6,723,233   | 2,016,963        | 6,180,618        | 310,652        | 40,525,904    | 36,720,879    | 36,720,879    | 35,268,691    | 33,908,641    | 32,566,997    | 30,426,734    |
| Supplies                      | 1,308,249    | 209,100         |              |                  | 1,951,831   | 1,074,396        | 100              | 59,445         | 4,603,121     | 4,675,903     | 4,675,903     | 4,549,184     | 4,409,730     | 3,766,408     | 2,900,041     |
| Services                      | 6,872,350    | 1,960,923       | 20,480       | 5,749,740        | 3,890,764   | 5,748,522        | 106,400          | 44,340         | 24,393,519    | 23,460,472    | 23,460,472    | 21,555,139    | 17,874,455    | 21,642,716    | 20,585,273    |
| Other                         | 170,645      | 1,590,540       | 156          |                  | 138,001     | 16,435           | 12,100           | 42,505         | 1,970,392     | 1,654,346     | 1,654,346     | 1,823,608     | 1,697,285     | 1,418,486     | 1,193,544     |
| Programs                      | 50,800       | 5,951,798       |              |                  | 848,414     |                  |                  |                | 6,851,012     | 5,256,214     | 5,256,214     | 5,789,704     | 4,601,989     | 4,406,710     | 3,885,468     |
| Capital                       | 150,000      | 5,939,365       |              | 6,465,538        | 12,817,916  | 1,572,426        |                  | 150,000        | 27,095,265    | 11,588,565    | 11,588,565    | 12,337,151    | 8,629,841     | 8,204,027     | 7,199,322     |
| Debt                          | 234,316      | 8,785,578       | 2,132,518    |                  | 2,654,376   | 173,139          |                  |                | 4,960,033     | 2,438,138     | 2,438,138     | 2,549,792     | 2,830,456     | 3,208,652     | 4,107,319     |
| Transfers                     |              |                 |              |                  | 1,737,676   | 415,146          |                  |                | 11,172,716    | 8,125,509     | 8,125,509     | 8,821,422     | 8,487,689     | 8,777,590     | 8,262,666     |
| Depreciation                  |              |                 |              |                  | 2,019,409   | 617,698          |                  |                | 2,637,107     | 3,110,935     | 3,110,935     | 2,875,935     | 2,771,042     | 2,752,105     | 3,072,534     |
| Contingency/Other             | 1,605,974    | 250,000         |              |                  | 145,000     | 60,000           |                  |                | 2,060,974     | 1,014,188     | 1,014,188     | 1,009,188     | 869,000       | 940,000       | 240,000       |
| Expense 2010/11               | 33,167,503   | 27,205,593      | 2,153,154    | 12,215,276       | 32,926,520  | 11,694,725       | 6,299,218        | 606,942        | 126,270,033   | 98,045,149    | 98,045,149    | 96,559,814    | 86,100,128    | 87,865,691    | 81,878,901    |
| Expense 2009/10               | 31,707,406   | 19,205,622      | 1,325,424    | 9,335,143        | 27,767,495  | 10,030,806       | 6,917,069        | 431,208        | 106,729,193   |               |               |               |               |               |               |
| 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      | 868,466      | 7,929,644        | 23,479,244  | 9,499,320        | 5,107,950        | 363,197        | 86,559,814    |               |               |               |               |               |               |
| Expense 2006/07               | 27,558,406   | 17,873,349      | 1,248,545    | 4,442,790        | 20,925,832  | 9,081,887        | 4,614,227        | 355,092        | 86,100,128    |               |               |               |               |               |               |
| Expense 2005/06               | 26,721,845   | 18,244,933      | 1,603,499    | 7,129,050        | 20,195,917  | 8,964,613        | 4,401,611        | 424,323        | 87,685,691    |               |               |               |               |               |               |
| Expense 2004/05               | 24,365,750   | 16,042,107      | 1,424,874    | 3,235,440        | 24,847,504  | 7,201,140        | 4,378,611        | 383,365        | 81,878,901    |               |               |               |               |               |               |
| Difference from 2009/10       | 1,460,097    | 7,999,971       | 827,730      | 2,880,135        | 5,159,125   | 1,655,919        | (617,871)        | 175,734        | 19,540,840    |               |               |               |               |               |               |
| Percent change from 2010/11   | 4.8%         | 40.4%           | 97.5%        | 63.6%            | 20.9%       | 13.6%            | -12.1%           | 40.1%          | 19.9%         |               |               |               |               |               |               |
| <b>Cash flow 2010/11:</b>     |              |                 |              |                  |             |                  |                  |                |               |               |               |               |               |               |               |
| Revenue less expense          | 57,540       | (4,767,546)     | (112,124)    | (6,224,003)      | (3,389,859) | (905,433)        | (127,629)        | 390,864        | (15,078,190)  |               |               |               |               |               |               |
| Add back depreciation         | -            | -               | -            | -                | 2,019,409   | 617,698          | -                | -              | 2,637,107     |               |               |               |               |               |               |
| Budgeted cash flow            | 57,540       | (4,767,546)     | (112,124)    | (6,224,003)      | (1,370,450) | (287,735)        | (127,629)        | 390,864        | (12,441,083)  |               |               |               |               |               |               |
| <b>Income (loss) 2010/11:</b> |              |                 |              |                  |             |                  |                  |                |               |               |               |               |               |               |               |
| Revenue less expense          | 57,540       | (4,767,546)     | (112,124)    | (6,224,003)      | (3,389,859) | (905,433)        | (127,629)        | 390,864        | (15,078,190)  |               |               |               |               |               |               |
| Loan repayments received      |              |                 |              |                  | 470,443     |                  |                  |                | 470,443       |               |               |               |               |               |               |
| Loans issued                  |              |                 |              |                  | 1,009,374   |                  |                  |                | 1,009,374     |               |               |               |               |               |               |
| Capital outlay                |              |                 |              |                  | -           | 1,572,426        |                  | 150,000        | 14,540,342    |               |               |               |               |               |               |
| Debt principal                |              |                 |              |                  | 1,230,000   | 106,667          |                  |                | 1,336,667     |               |               |               |               |               |               |
| Budgeted income (loss)        | 57,540       | (4,767,546)     | (112,124)    | (6,224,003)      | 11,196,968  | 775,660          | (127,629)        | 540,864        | 1,337,750     |               |               |               |               |               |               |



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Rock Island**

**Illinois**

For the Fiscal Year Beginning

**April 1, 2009**

A handwritten signature in black ink, appearing to be 'H.R.' followed by a flourish.

President

A handwritten signature in black ink, appearing to be 'Jeffrey R. Erwin'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Rock Island, Illinois** for its annual budget for the fiscal year beginning **April 1, 2009**. 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 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 award.



ROCK ISLAND  
ILLINOIS

The budget digest provides information on revenue and expenditure trends and the assumptions used to create the 2010/11 budget. Additional information about city including the economic condition, the major initiatives and top priorities that were considered in preparing the 2009/10 budget and the organization of the budget document, budgetary procedures, budgetary accounting and fund structure are included in the Miscellaneous section.

### STRATEGIC PLAN

In preparing the 2010/11 budget, the City of Rock Island identified major programs needed to meet citizens' needs for services, safeguard the environment in conformity with applicable federal and state standards and promote cultural and economic development. These programs are developed within the framework of a strategic plan. The Top and High Priorities for FY2011 are included in the Manager's Brief. The complete Strategic Plan is included in the Miscellaneous section.

### FIVE YEAR CAPITAL IMPROVEMENT PLAN

Maintenance and expansion of the community's general infrastructure (such as roads, bridges and sidewalks) remains a major priority of the City of Rock Island. To address this concern, the City has developed a five-year capital improvement plan that provides a framework for the development and maintenance of infrastructure to meet current and future needs. The City's 5-year capital improvement program is updated annually and includes only those capital and infrastructure maintenance projects that the City can realistically finance. The proposed fiscal year 2011-2015 program anticipates the expenditure of \$76 million over the five-year period. In addition, the City continues aggressive economic development efforts. A variety of business assistance programs are available in the City to promote the creation of jobs and expansion of the City's tax base.

### FINANCIAL INFORMATION

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

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

As part of the City of Rock Island's single audit, tests are made of the internal control structure and its compliance with applicable laws and regulations, including those related to federal financial assistance programs. Although this testing is not sufficient to support an opinion on the City of Rock Islands internal control system or its compliance with laws and regulations related to non-major federal financial assistance programs, the audit for the year ended March 31, 2009 disclosed no material internal control weaknesses or material violations of laws and regulation. There were however, several findings regarding internal control which are discussed in the comprehensive annual financial report.

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

The budget process begins with the annual council goal setting session in September. This process identified council priorities for the upcoming fiscal year. These priorities fall within the framework of the city's long-term "2025 Vision". These priorities are then incorporated into department budgets. Departments submit their budgets to the finance department for review in October. This review culminates with budget meetings during which individual department budgets are reviewed in detail with the city manager during November. The next step is adoption of a property tax levy, which in Illinois must occur before the end of December. This process requires a public hearing if the proposed property tax levy increase is greater than 5%. It also typically includes discussion during several council "study session" meetings. These are informal council meetings that occur approximately two hours immediately preceding the formal council meeting. The budget is finalized during January. The city manager presents a draft budget to council 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 the 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.

---

## **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, 2011 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.

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

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

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

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

Police Accounts for cost related to police programs and activities.

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

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

|                             | 2010<br>Budget<br>Adopted | 2011<br>Budget<br>Proposed | Percent<br>of total | Increase<br>(decrease) | Percent<br>Increase<br>(decrease) |
|-----------------------------|---------------------------|----------------------------|---------------------|------------------------|-----------------------------------|
| Property Taxes              | 7,169,918                 | 7,456,631                  | 22.4%               | 286,713                | 4.0%                              |
| Local Taxes                 | 6,163,292                 | 7,131,668                  | 21.5%               | 968,376                | 15.7%                             |
| State Tax                   | 9,237,618                 | 8,378,998                  | 25.2%               | (858,620)              | -9.3%                             |
| Business License/Permit     | 356,335                   | 358,210                    | 1.1%                | 1,875                  | 0.5%                              |
| Non-Business License/Permit | 493,695                   | 470,100                    | 1.4%                | (23,595)               | -4.8%                             |
| Grants                      | 196,799                   | 300,849                    | 0.9%                | 104,050                | 52.9%                             |
| Charges for Services        | 3,664,243                 | 4,804,351                  | 14.5%               | 1,140,108              | 31.1%                             |
| Rents & Royalties           | 30,850                    | 31,000                     | 0.1%                | 150                    | 0.5%                              |
| Transfer for Charges        | 1,815,539                 | 1,842,769                  | 5.5%                | 27,230                 | 1.5%                              |
| Investment & Loans          | 166,036                   | 142,371                    | 0.4%                | (23,665)               | -14.3%                            |
| Operating Transfers         | 2,386,531                 | 2,290,910                  | 6.9%                | (95,621)               | -4.0%                             |
| Other                       | 8,550                     | 17,186                     | 0.1%                | 8,636                  | 101.0%                            |
|                             | 31,689,406                | 33,225,043                 | 100.0%              | 1,535,637              | 4.8%                              |

Property Tax. In 2010/11, the property tax will be 22% of General Fund revenues. General fund property tax revenue includes levies for General Fund operations, Police Pension and Fire Pension. The property tax levy for general fund operations decreased \$569,418, while police pension increased \$400,370, and Fire Pension increased \$327,286. Police and fire pension levies are determined by an independent actuary.

|                    | Tax<br>extension<br>FY 2010 | Tax<br>levy<br>FY 2011 | Difference | Variance |
|--------------------|-----------------------------|------------------------|------------|----------|
| General Fund       | 3,667,264                   | 3,097,846              | (569,418)  | -15.53%  |
| Fire Pension       | 1,732,022                   | 2,059,308              | 327,286    | 18.90%   |
| Police Pension     | 1,772,107                   | 2,172,477              | 400,370    | 22.59%   |
| Public Benefits    | 234,914                     | 236,431                | 1,517      | 0.65%    |
| Library            | 1,911,004                   | 1,911,004              | -          | 0.00%    |
| Recreation         | 857,138                     | 857,138                | -          | 0.00%    |
| Park               | 843,190                     | 843,190                | -          | 0.00%    |
|                    | 11,017,639                  | 11,177,394             | 159,755    | 1.45%    |
| General Fund       | 7,171,393                   | 7,329,631              | 158,238    | 2.21%    |
| Property valuation | 466,098,588                 | 472,861,874            | 6,763,286  | 1.45%    |
| Property tax rate  | 2.3638                      | 2.3638                 | (0.0000)   | 0.00%    |

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 \$2.36 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 thereafter. The following schedule shows anticipated trends for assessed valuations, property tax rates and property tax levies. The schedule predicts gradual increases in assessed valuations of 1.45% percent annually through 2013/14. 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<br>values | Property tax<br>levy | Property tax<br>rate |
|-----------------------------|--------------------|----------------------|----------------------|
| 2010                        | 466,098,588        | 11,177,394           | 2.35                 |
| 2011                        | 472,861,874        | 11,112,254           | 2.35                 |
| 2012                        | 479,718,371        | 11,273,382           | 2.35                 |
| 2013                        | 486,674,288        | 11,436,846           | 2.35                 |
| 2014                        | 493,731,065        | 11,602,680           | 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 - down \$543,107 replacement tax - down \$306,052, local option sales tax - up \$623,208, gasoline/diesel tax - up \$120,000, hotel/motel tax - up \$228,444. The increase in the local option sales tax reflects an increase in the sales tax rate from .75% to 1.25%. The increase in the gasoline/diesel tax reflects an increase in the tax from \$.01 to \$.02 per gallon. The increase in the hotel/motel tax reflects a 1% increase in the tax and a reallocation of the tax to the general fund with \$150,000 then transferred from the general fund to the community and economic development fund.

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 2010/11 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 9% of General Fund revenues. The tax is collected by the State and distributed to the city monthly based upon population. The budget assumes a decrease of \$543,107 in income tax revenue from the amount budgeted for 2009/10. 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 7% of total General Fund revenue. Like income tax, revenue is dependent on the level of economic activity in the business community throughout the state. Since its enactment, revenue has been rather uneven with significant annual increases and decreases. The budget assumes a \$306,052 decrease in replacement tax revenue from the amount budgeted for 2010/11. 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 15% of total General Fund revenue. The sales tax rate within the City of Rock Island is 7.5%. The State of Illinois collects the sales tax and distributes it to the city on a monthly basis. The tax of 7.5% is distributed as follows:

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

The city's portion of the tax has two components; the state mandated 1.00% and the local option sales tax of 1.25% which the city began collecting September 1, 1991.

The 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 \$511,344 in FY 2011.

Gasoline Tax On April 6, 1987, the city imposed a user tax of \$.01 on retail and bulk purchases of motor fuel with the city. This tax was increased to \$.02 effective March 1, 2010. This tax is collected monthly from bulk fuel users and retail fuel establishments. Gasoline tax revenue represents less than 1% of total General Fund revenue. The 2010/11 budget assumes a

\$120,000 increase from budgeted 2010/11 revenue because of the rate increase. 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 down 23,720.

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 \$1,147,358. Increases include \$336,000 for the new refuse collection fee and \$887,409 for ambulance charges.

Interest. Interest decreased \$23,665. This projection is based on 2009/10 experience and declining interest rates.

Transfers. Included are General Fund charges to other funds for administrative services and operating transfers. Increased transfers from the gaming fund are offset by a reduction in transfers from the capital improvements fund.

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.

|                        | 2010<br>Budget | 2011<br>Proposed | Percent<br>of total | Increase<br>(decrease) | Percent<br>increase<br>(decrease) |
|------------------------|----------------|------------------|---------------------|------------------------|-----------------------------------|
| Personnel Services     | 21,906,680     | 22,775,169       | 68.7%               | 868,489                | 4.0%                              |
| Supplies               | 1,482,332      | 1,308,249        | 3.9%                | (174,083)              | -11.7%                            |
| Services               | 6,932,699      | 6,872,350        | 20.7%               | (60,349)               | -0.9%                             |
| Other                  | 176,908        | 170,645          | 0.5%                | (6,263)                | -3.5%                             |
| CED Loan/Program Costs | 50,000         | 50,800           | 0.2%                | 800                    | -----                             |
| Capital                | 0              | 150,000          | 0.5%                | 150,000                | #DIV/0!                           |
| Transfers              | 119,077        | 234,316          | 0.7%                | 115,239                | 96.8%                             |
| Other                  | 1,021,710      | 1,605,974        | 4.8%                | 584,264                | 57.2%                             |
|                        | 31,689,406     | 33,167,503       | 100.0%              | 1,478,097              | 4.7%                              |

Personnel costs: Sixty-nine percent of General Fund expenditures are personnel related. Salaries include wages, overtime and severance. These are up \$40,725 or .3%. Severance pay of \$50,927 offsets the decrease in wages and overtime. Health insurance increased \$19,332 or 1.0%. Pensions increased \$844,263 or 19.3%.

Supplies: Supplies are four percent of total General Fund expenditures. Supplies decreased twelve percent or \$174,083. Street maintenance supplies for slurry seal are down \$71,059 and computer equipment is down \$114,100.

Services: Services are twenty-one percent of the General fund budget. They decreased \$60,349 or one percent. The primary decreases are legal, engineering and automotive services (\$38,650, \$52,294 and \$28,337). Increases include building improvements for the central fire station floor (\$80,450) and remodeling in the police department (\$66,802).

Other: Other is less than one percent of total expenditures. This category decreased by \$6,263.

|              |  |
|--------------|--|
| Programs:    | The distribution of \$50,000 to Rock Island social service agencies is included as a Community and Economic Development program.   |
| Capital:     | Capital of \$150,000 purchases an automated fingerprint identification system and a firearms training system for the police department. These systems are funded by technology grants.   |
| Transfers:   | Transfers to other funds total \$234,316. Transfers to other funds increased \$115,316 or 97%. \$40,000 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, \$39,316 is transferred to the Engineering fund and \$150,000 of hotel/motel tax funds is transferred to the Community and Economic Development fund in lieu of recording the tax directly in that fund. |
| Contingency: | City financial policies set the General fund contingency at 1% of budgeted expenditures. The general fund contingency is budgeted at \$325,000. Bad debt for ambulance billings increased \$576,834. This increase is offset by an increase in ambulance revenue of \$887,409.   |

### **General Fund Balance**

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

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

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

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

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

### **Special Revenue Funds**

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

#201 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<br>Budget<br>2010 | Proposed<br>Budget<br>2011 | Percent<br>of total | Increase<br>(decrease) | Percent<br>increase<br>(decrease) |
|-------------------------|---------------------------|----------------------------|---------------------|------------------------|-----------------------------------|
| Property Taxes          | 4,937,182                 | 6,694,310                  | 22.0%               | 1,757,128              | 35.6%                             |
| Local Taxes             | 340,000                   | 0                          | 1.5%                | (340,000)              | -100.0%                           |
| State Tax               | 6,983,689                 | 6,050,000                  | 31.1%               | (933,689)              | -13.4%                            |
| Grants                  | 3,436,240                 | 5,805,100                  | 15.3%               | 2,368,860              | 68.9%                             |
| Charges for Services    | 566,074                   | 571,425                    | 2.5%                | 5,351                  | 0.9%                              |
| Investment & Loans      | 411,567                   | 307,598                    | 1.8%                | (103,969)              | -25.3%                            |
| Contributions/Donations | 1,294,448                 | 1,517,250                  | 5.8%                | 222,802                | 17.2%                             |
| Proceeds from bonds     | 0                         | 0                          | 0.0%                | -                      | #DIV/0!                           |
| Operating Transfers     | 1,417,250                 | 1,456,312                  | 6.3%                | 39,062                 | 2.8%                              |
| Other                   | 40,200                    | 37,052                     | 0.2%                | (3,148)                | -7.8%                             |
|                         | 19,426,650                | 22,439,047                 | 100.0%              | 3,012,397              | 15.5%                             |

Property tax. Special revenue property tax revenue includes the levy for the Library (\$1,911,044) and TIF property tax increments. The levy for the Library is unchanged from the FY2010 property tax extension. The property tax revenue increases are due to growth in the TIF increment. The primary growth occurred in the Jumer's Casino TIF (fund #206), increasing by \$1,722,886 to \$2,030,686.

Other Taxes. Other tax revenues are motor fuel tax (\$1,020,000), Foreign fire insurance tax (\$30,000) and gaming tax (\$5,000,000).

Government Grants The major grants include Community Development Block Grant (\$1,828,626), Scenic Byways (\$750,000), Boating Infrastructure (\$1,450,600) and Neighborhood Stabilization (\$1,181,970).

Operating Transfers These transfers include \$150,000 from the general fund for a share of total hotel/motel taxes and \$40,000 to the Martin Luther King Center for operations. The balance of transfers are between special revenue funds.

|                        | Adopted<br>Budget<br>2010 | Proposed<br>Budget<br>2011 | Percent<br>of total | Increase<br>(decrease) | Percent<br>increase<br>(decrease) |
|------------------------|---------------------------|----------------------------|---------------------|------------------------|-----------------------------------|
| Personnel Services     | 2,425,202                 | 2,519,269                  | 9.3%                | 94,067                 | 3.9%                              |
| Supplies               | 452,955                   | 209,100                    | 0.8%                | (243,855)              | -53.8%                            |
| Services               | 3,439,775                 | 1,960,923                  | 7.2%                | (1,478,852)            | -43.0%                            |
| Other                  | 1,475,333                 | 1,590,540                  | 5.8%                | 115,207                | 7.8%                              |
| CED Loan/Program Costs | 3,648,383                 | 5,951,798                  | 21.9%               | 2,303,415              | 63.1%                             |
| Capital                | 3,466,284                 | 5,939,385                  | 21.8%               | 2,473,101              | 71.3%                             |
| Transfers              | 5,634,526                 | 8,785,578                  | 32.3%               | 3,151,052              | 55.9%                             |
| Other                  | 250,000                   | 250,000                    | 0.9%                | -                      | 0.0%                              |
|                        | 20,792,458                | 27,206,593                 | 100.0%              | 6,414,135              | 30.8%                             |

Personnel. Special revenue funds with personnel expenditures include Library, Federal Programs (COPS grant) and Block Grant. Thirteen percent of special revenue fund expenditures are personnel. Personnel costs are up 3.9% due to an increase of police overtime in the State Drug fund.

Supplies. One percent of special revenue fund expenditures are supplies. Budgeted expenditures are down \$243,855 or 54% due to completion of the police mobile data terminals and in-car video systems.

Services. Seven percent of special revenue fund expenditures are services. These decreased \$1,478,852 due to a reduction in economic development and street projects. The primary reason for the decrease (\$610,474) is the FY2010 24<sup>th</sup> Street from 18 to 31 Avenue street resurfacing project.

Other. Six percent of special revenue fund expenditures are categorized as other. These expenditures increased 8% or \$115,207.

Programs. Twenty-two percent of special revenue fund expenditures are categorized as programs. These increased \$2,303,415 or sixty-three percent. The greatest increase is the \$1,523,014 rebate to Casino Rock Island. This rebate is equal to 75% of the TIF increment.

Capital. Special revenue capital is up 71% or \$2,473,101. Capital includes \$500,000 for the children's garden and \$1,960,200 for boat docks at Schwiebert Riverfront Park.

Transfers. Transfers increased \$3,151,052 or 56%. Detail of transfers is located in Table 15 in the miscellaneous section of the budget. The increase due to TIF funding debt service for Schwiebert Riverfront Park and an increase in the availability of gaming funds for discretionary projects.

## #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<br>Budget<br>2010 | Proposed<br>Budget<br>2011 | Percent<br>of total | Increase<br>(decrease) | Percent<br>increase<br>(decrease) |
|-------------------------|---------------------------|----------------------------|---------------------|------------------------|-----------------------------------|
| Revenues                |                           |                            |                     |                        |                                   |
| Property taxes          | -                         | 236,431                    | 11.6%               | 236,431                | #DIV/0!                           |
| Local taxes             | -                         | 62,670                     | 3.1%                | 62,670                 | #DIV/0!                           |
| Investments             | 53,062                    | 3,971                      | 0.2%                | (49,091)               | -92.5%                            |
| Other Financing Sources | 1,474,001                 | 1,737,958                  | 85.2%               | 263,957                | 17.9%                             |
|                         | <u>1,527,063</u>          | <u>2,041,030</u>           | <u>85.3%</u>        | <u>513,967</u>         | <u>33.7%</u>                      |

|              | Adopted<br>Budget<br>2010 | Proposed<br>Budget<br>2011 | Percent<br>of total | Increase<br>(decrease) | Percent<br>increase<br>(decrease) |
|--------------|---------------------------|----------------------------|---------------------|------------------------|-----------------------------------|
| Expenditures |                           |                            |                     |                        |                                   |
| Services     | -                         | 20,480                     | 1.0%                | 20,480                 | #DIV/0!                           |
| Other        | 240                       | 156                        | 0.0%                | (84)                   | -35.0%                            |
| Debt Service | 1,473,944                 | 2,132,518                  | 99.0%               | 658,574                | 44.7%                             |
|              | <u>1,474,184</u>          | <u>2,153,154</u>           | <u>100.0%</u>       | <u>678,970</u>         | <u>46.1%</u>                      |

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<br>Budget<br>2010 | Proposed<br>Budget<br>2011 | Percent<br>of total | Increase<br>(decrease) | Percent<br>increase<br>(decrease) |
|-------------------------|---------------------------|----------------------------|---------------------|------------------------|-----------------------------------|
| Property taxes          | 1,699,820                 | 1,720,408                  | 5.8%                | 20,588                 | 1.2%                              |
| Grants                  | 256,000                   | 678,000                    | 0.9%                | 422,000                | 164.8%                            |
| Charges for services    | 16,658,642                | 17,021,863                 | 56.4%               | 363,221                | 2.2%                              |
| Program fees            | 371,880                   | 389,140                    | 1.3%                | 17,260                 | 4.6%                              |
| Concessions             | 443,668                   | 447,034                    | 1.5%                | 3,366                  | 0.8%                              |
| Rents and royalties     | 732,980                   | 748,325                    | 2.5%                | 15,345                 | 2.1%                              |
| Transfers for charges   | 157,956                   | 163,000                    | 0.5%                | 5,044                  | 3.2%                              |
| Investments and loans   | 751,775                   | 720,092                    | 2.5%                | (31,683)               | -4.2%                             |
| Contributions/donations | 64,300                    | 18,150                     | 0.2%                | (46,150)               | -71.8%                            |
| Bond Proceeds           | 0                         | 7,000,000                  | 0.0%                | 7,000,000              | #DIV/0!                           |
| Operating transfers     | 364,356                   | 582,482                    | 1.2%                | 218,126                | 59.9%                             |
| Other                   | 68,496                    | 48,267                     | 0.2%                | (20,229)               | -29.5%                            |
|                         | 21,569,873                | 29,536,761                 | 100.0%              | 7,966,888              | 36.9%                             |

Property Tax – The property tax supports certain Park fund activities. The levy did not change from the fiscal 2010 property tax extension.

Government Grants – The FY 2008 and 2009 budgets included \$249,000 in the Park fund for the Rock River Bridge bike trail. FY 2011 includes \$600,000 in the Park fund for Old Chicago.

Charges for services – Water, wastewater and stormwater projections include FY2010 rate increases of five, ten and three percent. Budgeted revenue from water charges is \$5,427,066, wastewater charges \$7,149,817 and stormwater charges \$1,599,246. In total, this is an increase of \$468,747 from FY2010.

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

Bond proceeds – Bonds of \$2 million are included in the water fund and \$5 million in the wastewater fund for utility improvements

Operating transfers – Transfers increased \$218,126. Table 15 in the Miscellaneous section details interfund transfers.

|              | Adopted<br>Budget<br>2010 | Proposed<br>Budget<br>2011 | Percent<br>of total | Increase<br>(decrease) | Percent<br>increase<br>(decrease) |
|--------------|---------------------------|----------------------------|---------------------|------------------------|-----------------------------------|
| Personnel    | 6,851,110                 | 6,723,233                  | 20.4%               | (127,877)              | -1.9%                             |
| Supplies     | 2,432,820                 | 1,951,831                  | 5.9%                | (480,989)              | -19.8%                            |
| Services     | 3,913,689                 | 3,890,764                  | 11.8%               | (22,925)               | -0.6%                             |
| Other        | 150,786                   | 138,001                    | 0.4%                | (12,785)               | -8.5%                             |
| Programs     | 1,141,690                 | 848,414                    | 2.6%                | (293,276)              | -25.7%                            |
| Capital      | 9,204,094                 | 12,817,916                 | 38.9%               | 3,613,822              | 39.3%                             |
| Debt Service | 1,746,379                 | 2,654,376                  | 8.1%                | 907,997                | 52.0%                             |
| Transfers    | 1,871,457                 | 1,737,676                  | 5.3%                | (133,781)              | -7.1%                             |
| Other        | 2,059,938                 | 2,164,409                  | 6.6%                | 104,471                | 5.1%                              |
|              | 29,371,963                | 32,926,620                 | 100.0%              | 3,554,657              | 12.1%                             |

Personnel. Enterprise funds with personnel expenditures include Water, Wastewater, Stormwater, Sunset Marina, and Park. \$92,446 of the \$127,877 decrease is in the Park fund.

Supplies. Decreases total \$480,989 or 20%. The greatest decreases are \$364,061 for water treatment chemicals and \$136,509 for sunset marina fuel purchased for resale.

Services. Services are down \$22,925 or 1%.

Programs. Programs are down \$293,276 or 26%. The decreases are in the Community and Economic Development loan programs.

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

Debt. Debt service is up 52%. Increases include \$184,810 water, \$498,632 wastewater and \$220,999 park.

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<br>Budget<br>2010 | Proposed<br>Budget<br>2011 | Percent<br>of total | Increase<br>(decrease) | Percent<br>increase<br>(decrease) |
|-----------------------|---------------------------|----------------------------|---------------------|------------------------|-----------------------------------|
| Government grants     | 45,000                    | 45,000                     | 0.4%                | -                      | 0.0%                              |
| Charges for services  | 99,180                    | 125,430                    | 1.2%                | 26,250                 | 26.5%                             |
| Employer contribution | 3,759,327                 | 3,727,330                  | 34.5%               | (31,997)               | -0.9%                             |
| Employee contribution | 992,502                   | 1,004,190                  | 9.3%                | 11,688                 | 1.2%                              |
| Retiree contribution  | 740,298                   | 736,482                    | 6.8%                | (3,816)                | -0.5%                             |
| Engineering           | 1,186,588                 | 1,107,938                  | 10.3%               | (78,650)               | -6.6%                             |
| Equipment maintenance | 3,563,880                 | 3,389,565                  | 31.4%               | (174,315)              | -4.9%                             |
| Hydroelectric charges | 257,445                   | 277,239                    | 2.6%                | 19,794                 | 7.7%                              |
| Investment & Loans    | 114,295                   | 103,906                    | 1.0%                | (10,389)               | -9.1%                             |
| Transfers             | 284,308                   | 175,264                    | 1.6%                | (109,044)              | -38.4%                            |
| Other                 | 99,817                    | 96,948                     | 0.9%                | (2,869)                | -2.9%                             |
|                       | 11,142,640                | 10,789,292                 | 100.0%              | (353,348)              | -3.2%                             |

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 \$17,526. The employer share of self insurance costs decreased \$49,523 or 5%.

Employee contributions - The employee share of health premiums increased \$11,688.

Transfers – Included is \$18,000 for from the park fund to the fleet services fund for purchase of a truck and a total of \$157,264 from the general, water, wastewater, and stormwater funds to the engineering fund for GIS services.

|              | Adopted<br>Budget<br>2010 | Proposed<br>Budget<br>2011 | Percent<br>of total | Increase<br>(decrease) | Percent<br>increase<br>(decrease) |
|--------------|---------------------------|----------------------------|---------------------|------------------------|-----------------------------------|
| Personnel    | 1,977,692                 | 2,016,963                  | 17.2%               | 39,271                 | 2.0%                              |
| Supplies     | 940,543                   | 1,074,396                  | 9.2%                | 133,853                | 14.2%                             |
| Services     | 5,482,091                 | 5,748,522                  | 49.2%               | 266,431                | 4.9%                              |
| Other        | 16,510                    | 16,435                     | 0.1%                | (75)                   | -0.5%                             |
| Capital      | 1,591,416                 | 1,572,426                  | 13.4%               | (18,990)               | -1.2%                             |
| Debt service | 175,239                   | 173,139                    | 1.5%                | (2,100)                | -----                             |
| Transfers    | 409,012                   | 415,146                    | 3.5%                | 6,134                  | 1.5%                              |
| Other        | 763,023                   | 677,698                    | 5.8%                | (85,325)               | -11.2%                            |
|              | 11,355,526                | 11,694,725                 | 100.0%              | 339,199                | 9.7%                              |

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 up \$169,605 or 49%.

Services. Employee health insurance claims and premiums increased \$222,830 or 5%.

Capital. Fleet equipment replacement purchases less trade-in value are budgeted at \$1,551,326. See Table 1 in the miscellaneous section of the document for a listing of fleet purchases.

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

Contingency Amounts include depreciation and contingency expense.

### **FIDUCIARY FUND TYPES**

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

#701 Fire Pension Fund The pension trust fund accounts for the firemen's pension. Revenue includes property taxes, contributions from participants and interest earned. Total net assets of the Fire Pension fund decreased \$3,348,911 to \$19,713,862 at March 31, 2009.

#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 decreased \$3,310,395 to \$23,207,369 at March 31, 2009.

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

### **CAPITAL IMPROVEMENTS**

Proposed 2008/09 capital outlay is \$27,095,265. Detail of the 2010/11 capital outlay and major infrastructure maintenance projects is in the Miscellaneous section, Tables 1 and 2.

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

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

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

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

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

## **OTHER INFORMATION**

### **Debt Administration**

At March 31, 2010, the City of Rock Island had \$34,241,666 general obligation outstanding. Property tax revenue is not used for general obligation debt. Moody's Investors Service assigned a rating of A1 to the City's 2009 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 decreased from 2.87% at March 31, 2008 to 0.88% at March 31, 2009. The Police Pension Fund achieved an actuarially computed rate of 4.04% and the Fire Pension fund achieved a rate of 3.75% over the past ten years. (The pension fund rates are net of all investment and monitoring fees. City investments earned \$678,651 for the year ended March 31, 2009.

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

---

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

## **Community Growth Trends:**

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

## **Comparative Trends:**

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

## **Revenue Trends:**

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

## **Expenditure Trends:**

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

## **Balance Sheet Trends:**

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

## **Debt Service Trends:**

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

## **Overview of Findings:**

### **What's Positive?**

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

The City's 2009 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. At March 31, 2009 the city achieved a five year goal to move the General Fund reserves a 60-day to 90-day balance of the subsequent year's expenditures. The city expects to end fiscal 2010 and fiscal 2011 in compliance with this 90 day General Fund reserve policy. Additionally, city financial policies require that any surplus exceeding the 90 day target balance will be transferred to the city's capital fund."

### **Points of Concern**

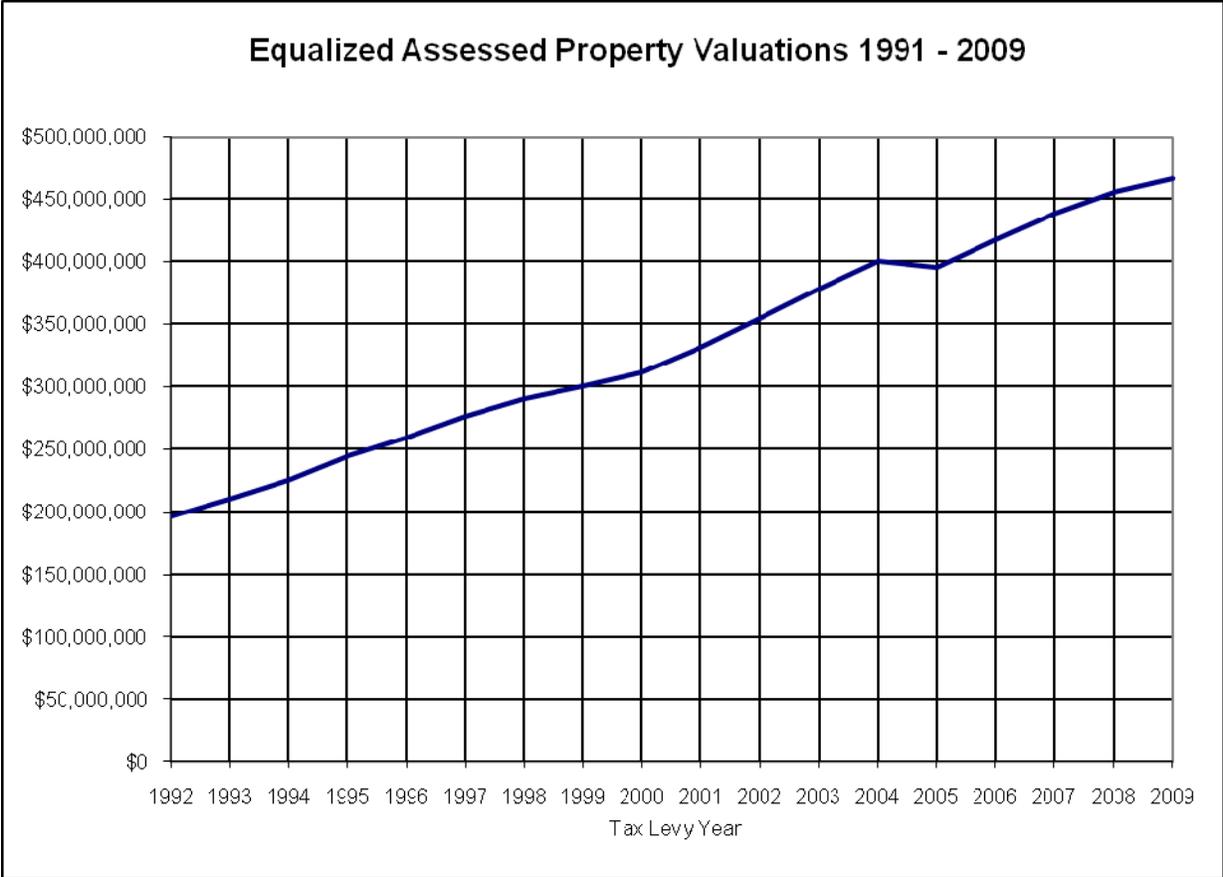
The report also shows that the City must continue efforts aimed at increasing property values and retail sales. Although property values continue to increase and property tax rates have decreased, Rock Island's property tax rate remains the highest of the cities surveyed both for the municipal portion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

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

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

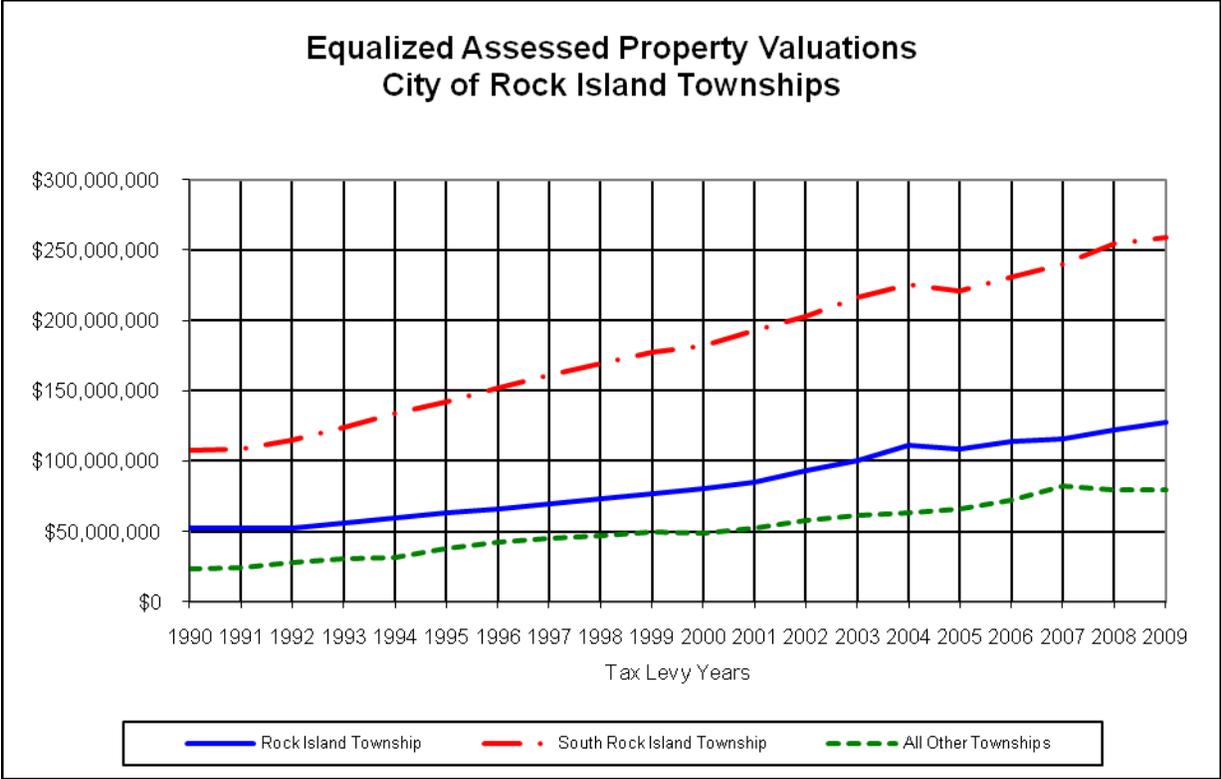
One final concern has been the revenue mix. The "Elastic Tax Revenues" chart shows that elastic tax revenues as a percentage of net operating revenue have been unchanged for most of the past two decades. It is at approximately the same level that it was in 1990. This report indicates two major problems 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. The increases in the local option sales tax rate effective for FY2011 budget should positively impact elastic tax revenue.

## **COMMUNITY GROWTH TRENDS**



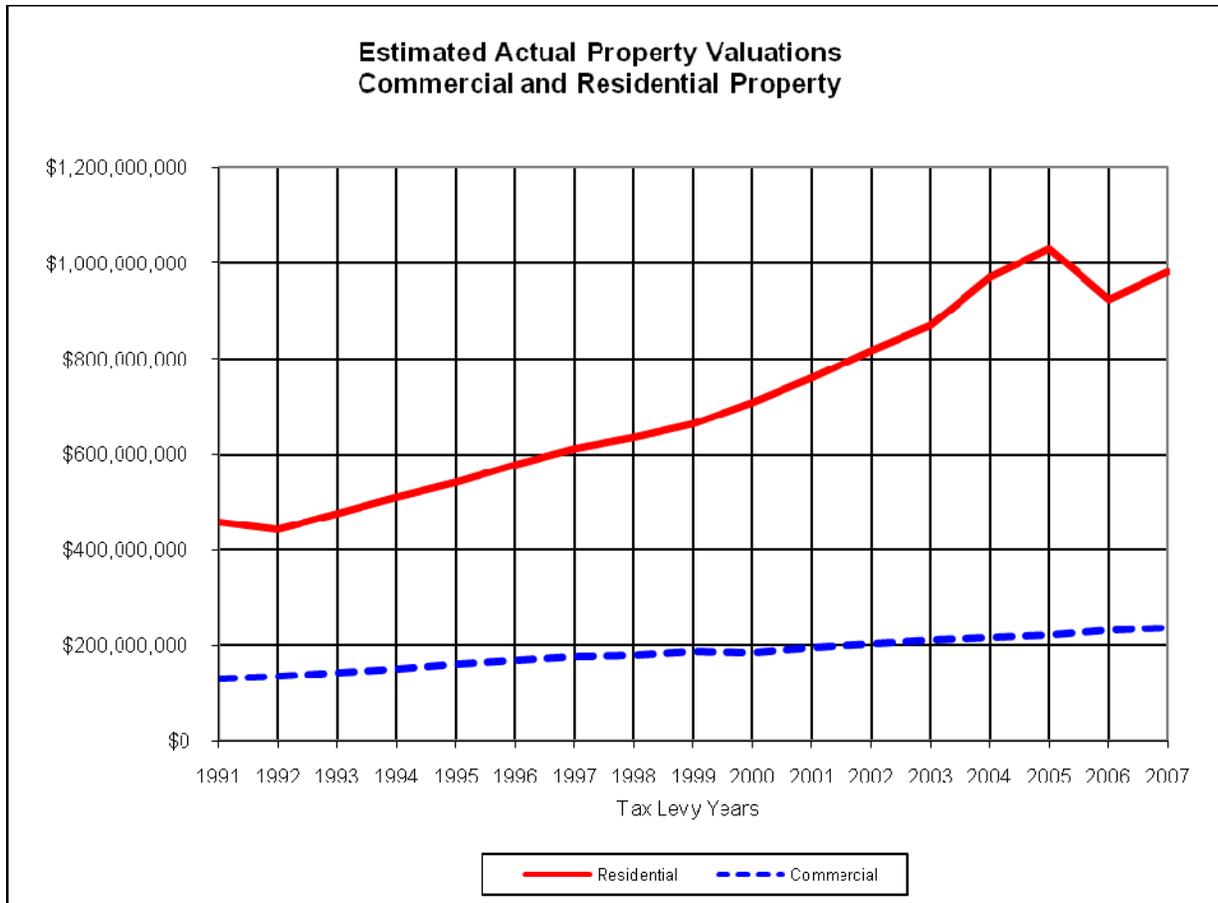
**INDICATOR DESCRIPTION:** Property tax is approximately 25% of total General Fund revenue, so changes in property assessments have a significant impact on the General Fund. Assessed valuation is the value of all real property in a taxing district. In Rock Island, property is assessed at 1/3 of market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

**TREND ANALYSIS/CONCLUSION:** Assessed valuations in the City of Rock Island increased 62% from \$185,512,063 in 1991 to \$300,331,061 in 1999. Since 1999, property values increased by 29% to an estimated \$400,648,759 for 2004. In 2005 the city experienced a slight decrease to \$395,707,115. This year we experienced an increase to \$466,098,588. We generally expect property values to increase approximately five percent per year with the most recent increase being 2.28%.



**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.

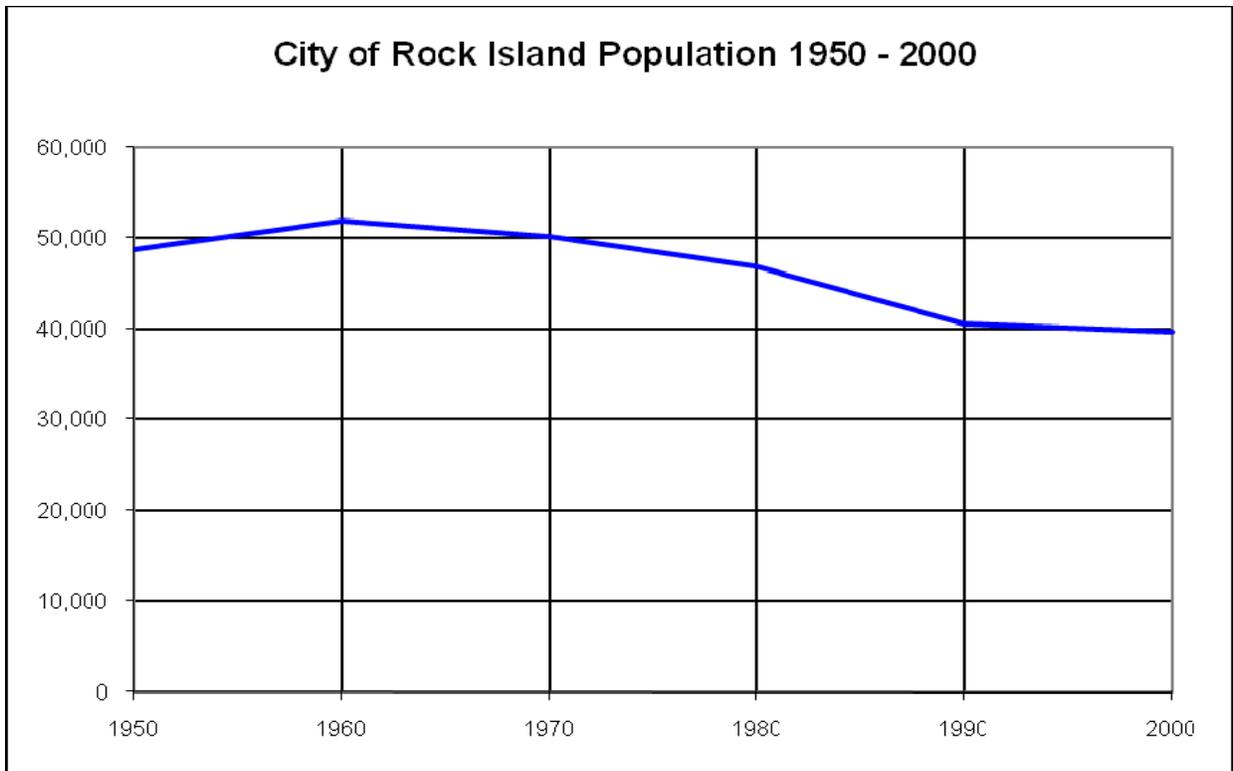
**TREND ANALYSIS/CONCLUSION:** In the 1990's, City of Rock Island townships saw an increase in property values. Property values increased at a faster rate in South Rock Island, South Moline and Blackhawk townships. For 2009 property values for Blackhawk and South Moline townships increased slightly (0.87%) while South Rock Island Township increased 1.73% and Rock Island Township increased 4.54%. 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, 2007.

**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 but have fallen from an increase of 4.29% in 2006 to an increase of 2.69% for 2007.

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



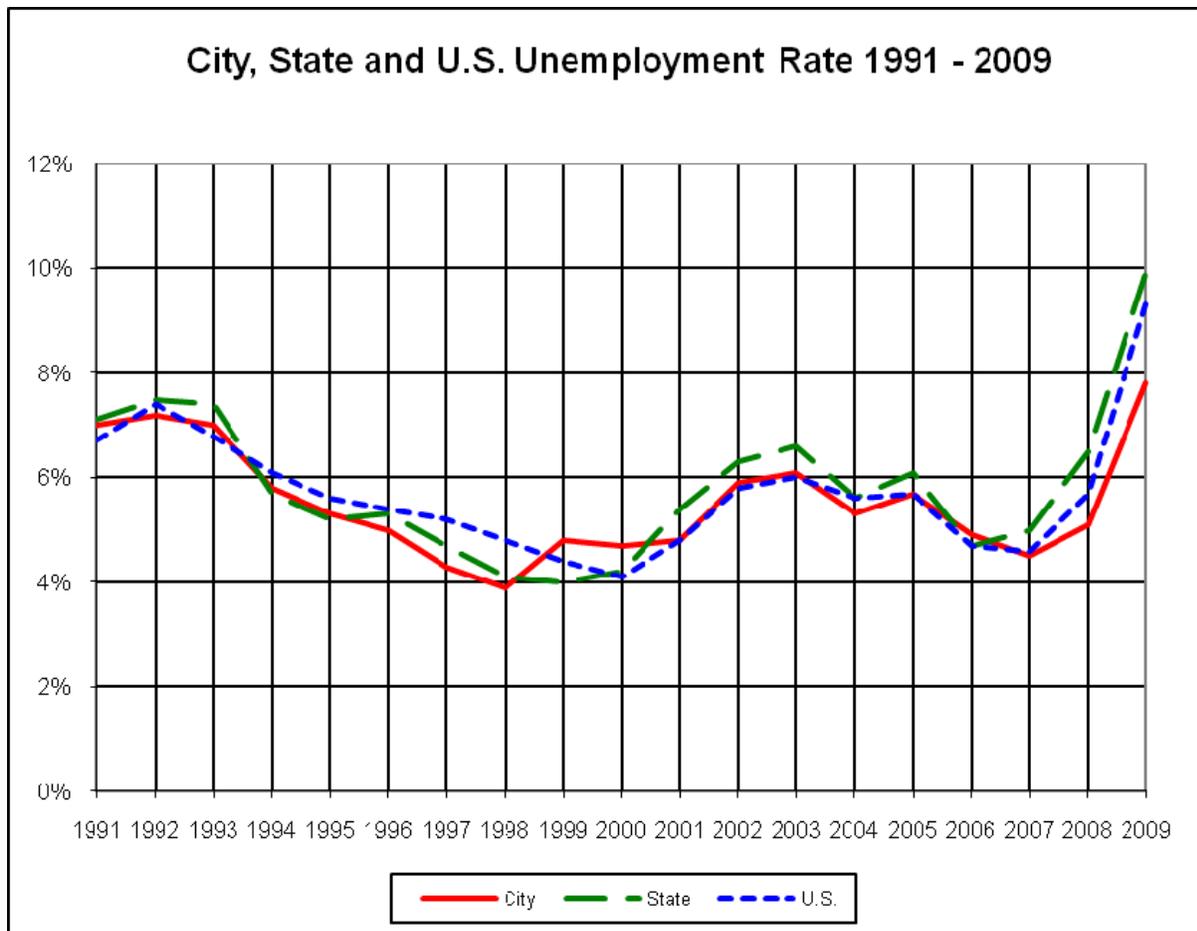
**INDICATOR DESCRIPTION:** This chart shows the population of the City of Rock Island over the past fifty years. The population peaked at 51,863 in 1960. Population since 1960 declined to 50,166 at the 1970 Census and 47,036 at the 1980 Census. The 1990 Census reported the City's population at 40,630, 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.



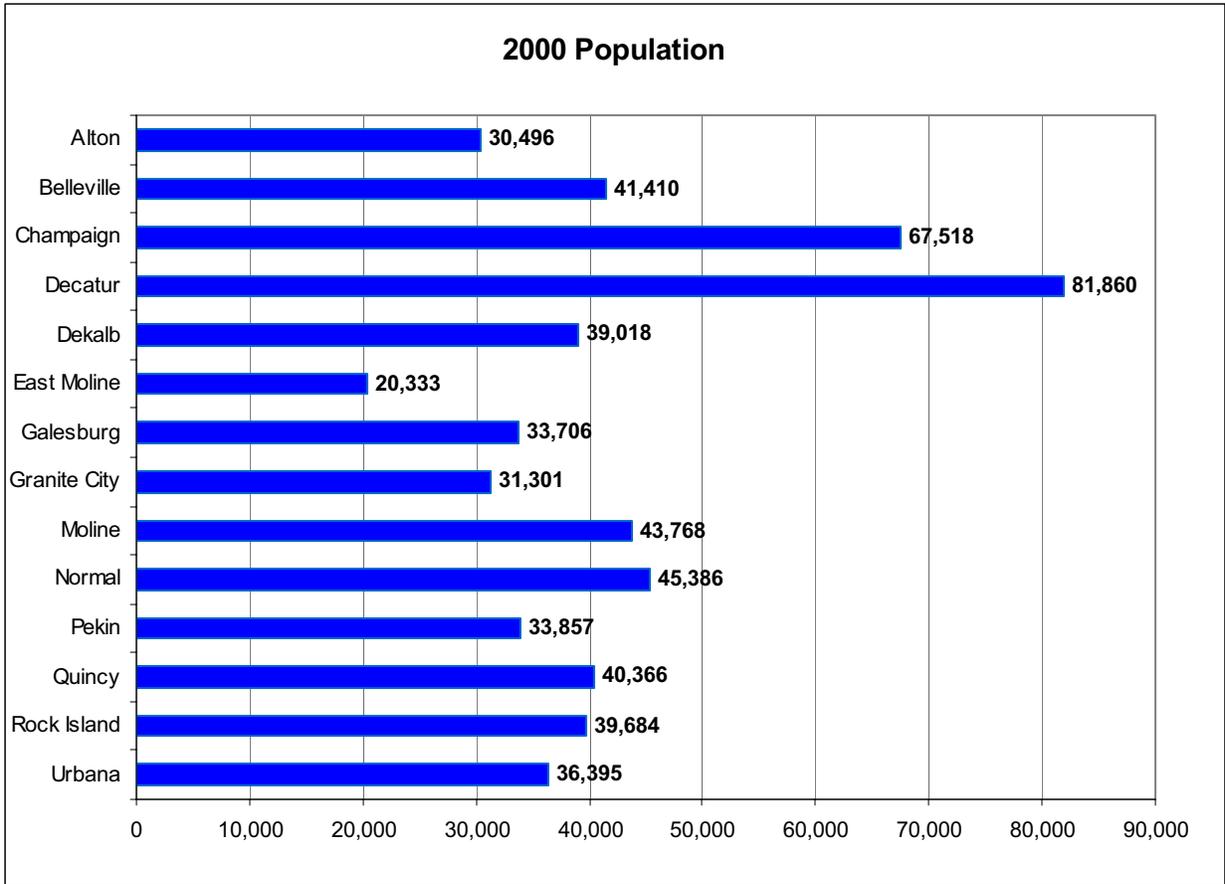
ROCK ISLAND  
ILLINOIS

## **COMPARATIVE TRENDS**



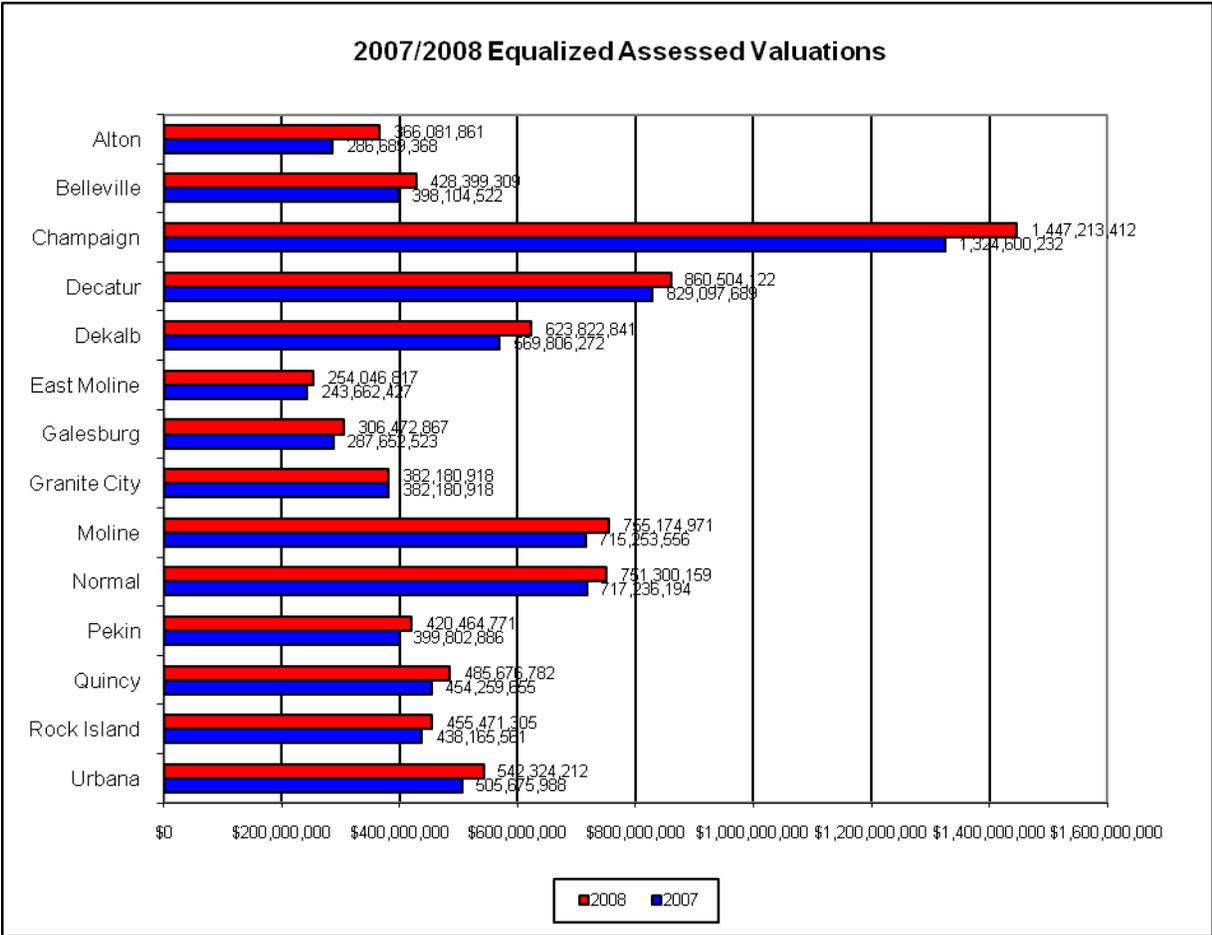
**INDICATOR DESCRIPTION:** This chart shows the unemployment rate within the City of Rock Island (7.8%), State of Illinois (9.9%), and United States (9.3%) from 1991 to 2009. The City unemployment rate which previously peaked in 1992 at 7.2% reached a new peak in 2009. The lowest rate of 3.9% was reached 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 and 2009 again saw rates increase though Rock Island continued to be below the State and U.S. rates.



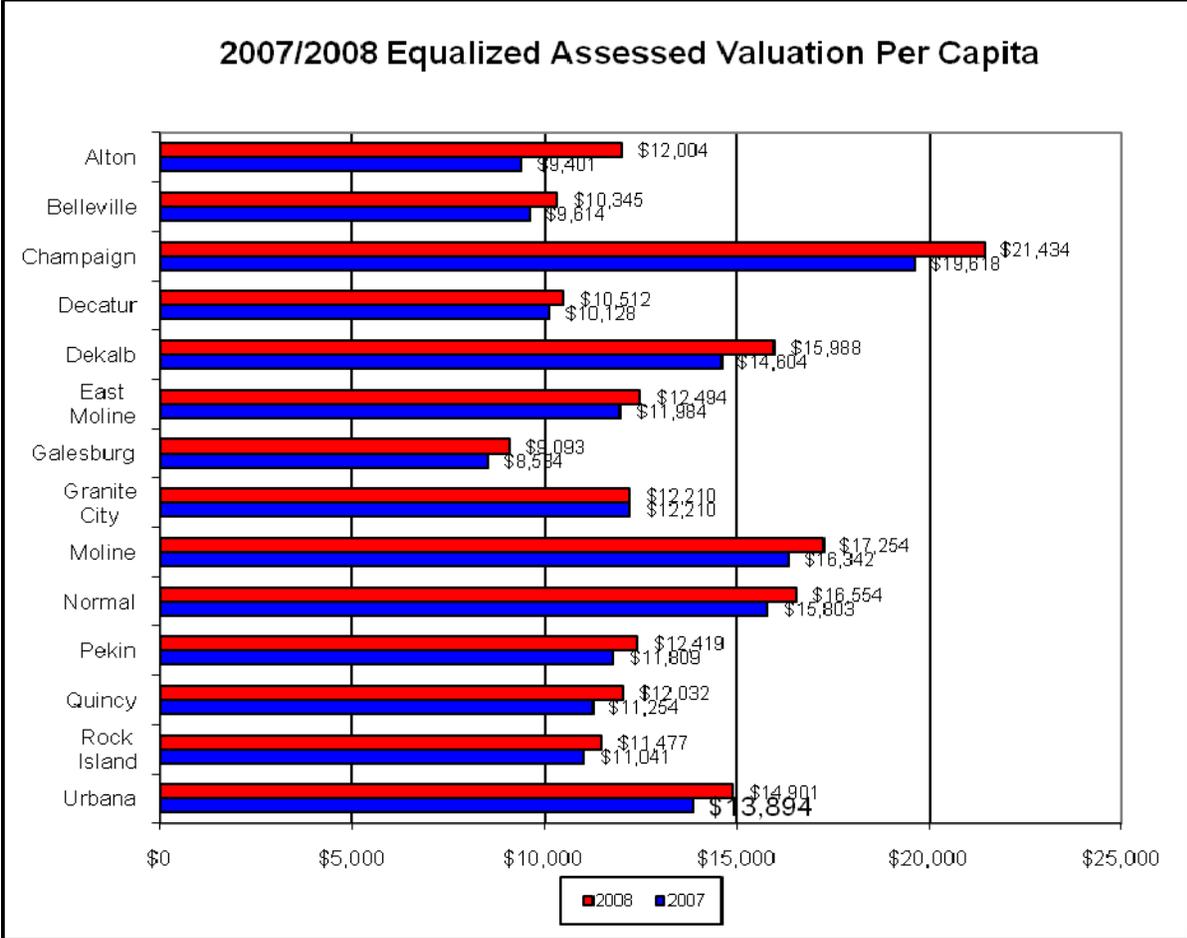
**INDICATOR DESCRIPTION:** 2000 Census populations for selected Illinois cities.

**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 2007 and 2008 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, Belleville and Quincy. The property value for the City of Moline is \$755,174,971. The property value for Moline is 66% greater than the property value for Rock Island even though Moline’s population is estimated to exceed Rock Island’s by only 10%.



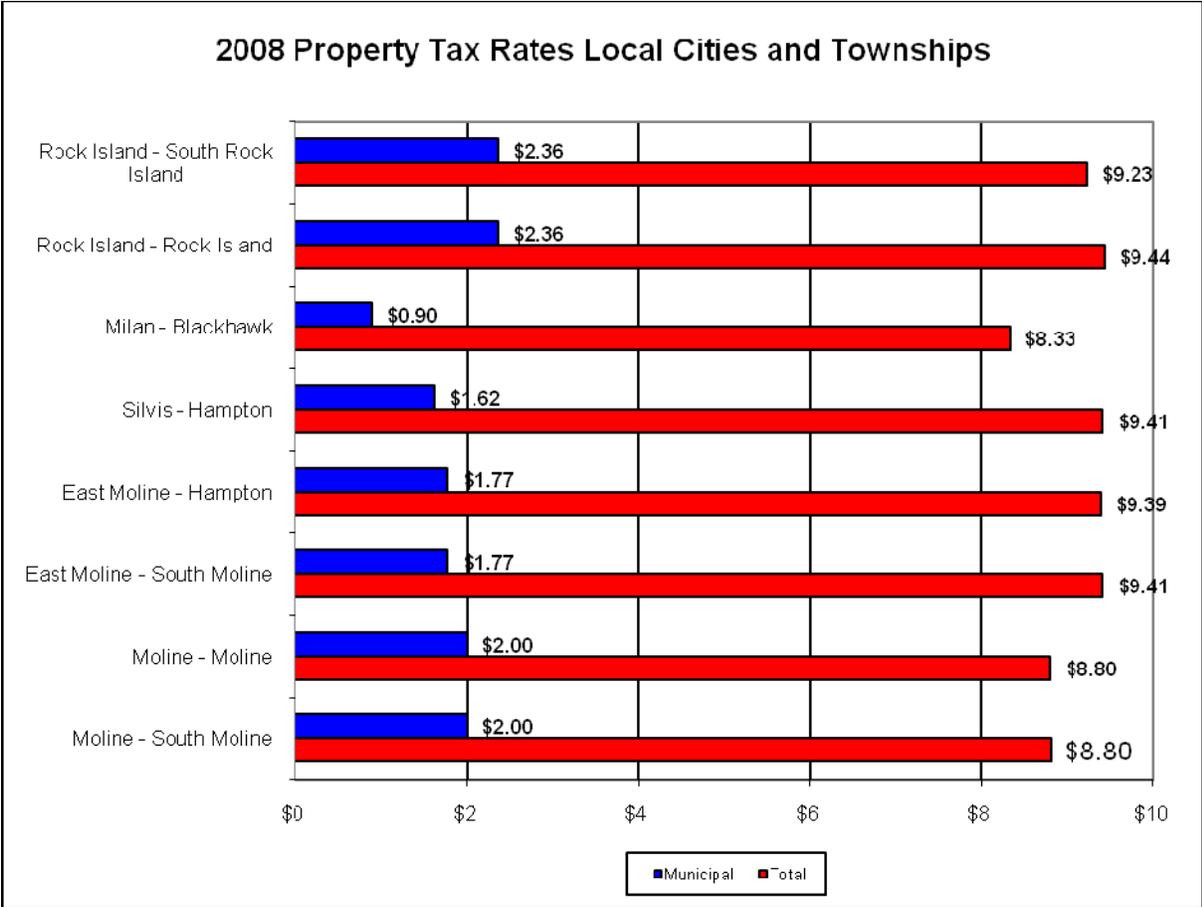
**INDICATOR DESCRIPTION:** The comparison of 2007 and 2008 property values per capita for fourteen Illinois cities.

**TREND ANALYSIS/CONCLUSION:** Of the fourteen Illinois cities included in the survey, three cities – Belleville, Decatur, and Galesburg – have lower equalized assessed valuations per capita than Rock Island. The equalized assessed valuation per capita for Rock Island has increased approximately 3.9% from the previous year.



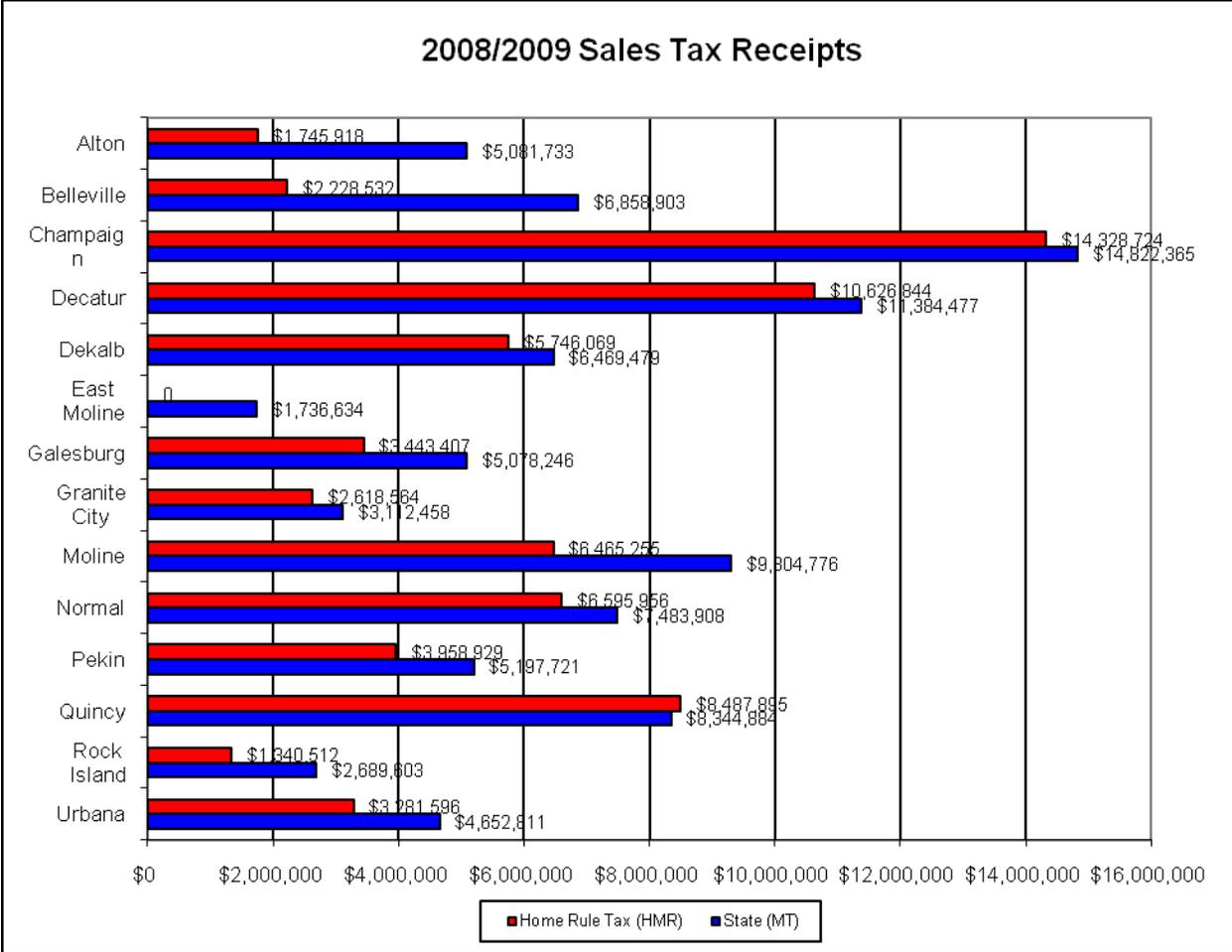
**INDICATOR DESCRIPTION:** The comparison of 2008 property tax rates for fourteen Illinois cities. (Taxes levied in 2008 collected in 2009.) Shown are the municipal and total tax rates. The total tax rate includes rates for taxing bodies such as schools and other special districts and therefore compares the total tax due from a typical taxpayer.

**TREND ANALYSIS/CONCLUSION:** Rock Island at \$9.44 has the highest total property tax rate and the highest municipal rate (\$2.36) of the fourteen Illinois cities. The city closest to Rock Island is East Moline at \$9.41. 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.



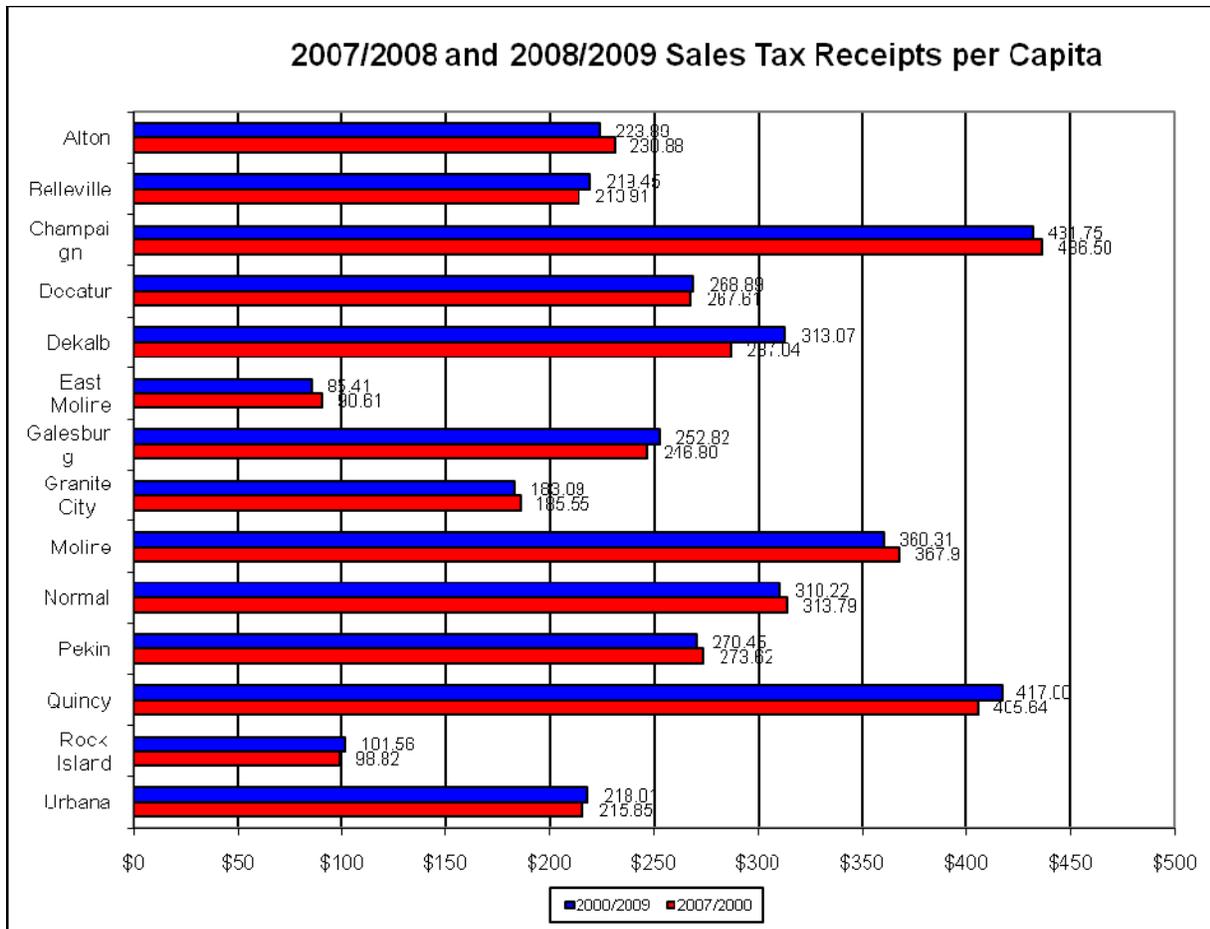
**INDICATOR DESCRIPTION:** This chart compares the total property tax rate and the municipal portion of that rate (including Parks and Library) for Illinois Quad-City townships. (Taxes levied in 2008 collected in 2009.) It shows the relative tax burden for residents located within these townships. Cities 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 Rock Island 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.



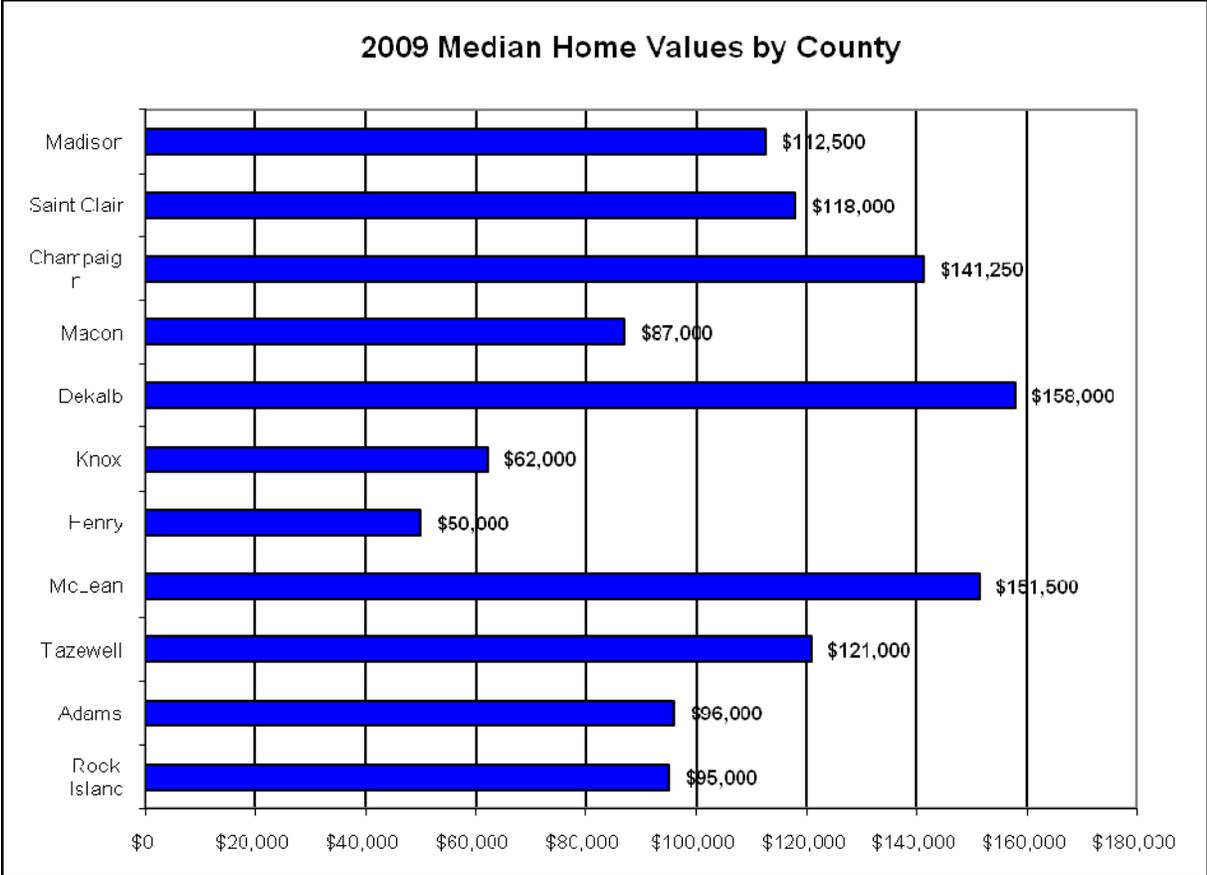
**INDICATOR DESCRIPTION:** Comparison of July 2008 through June 2009 sales tax collections for fourteen Illinois cities. The data for the chart came from the Illinois Department of Revenue. The State of Illinois collects 7% sales tax on sales in the City of Rock Island. The State retains the 5% portion, 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 2007/2008 and 2008/2009, July through June total sales tax revenue per capita for fourteen Illinois cities.

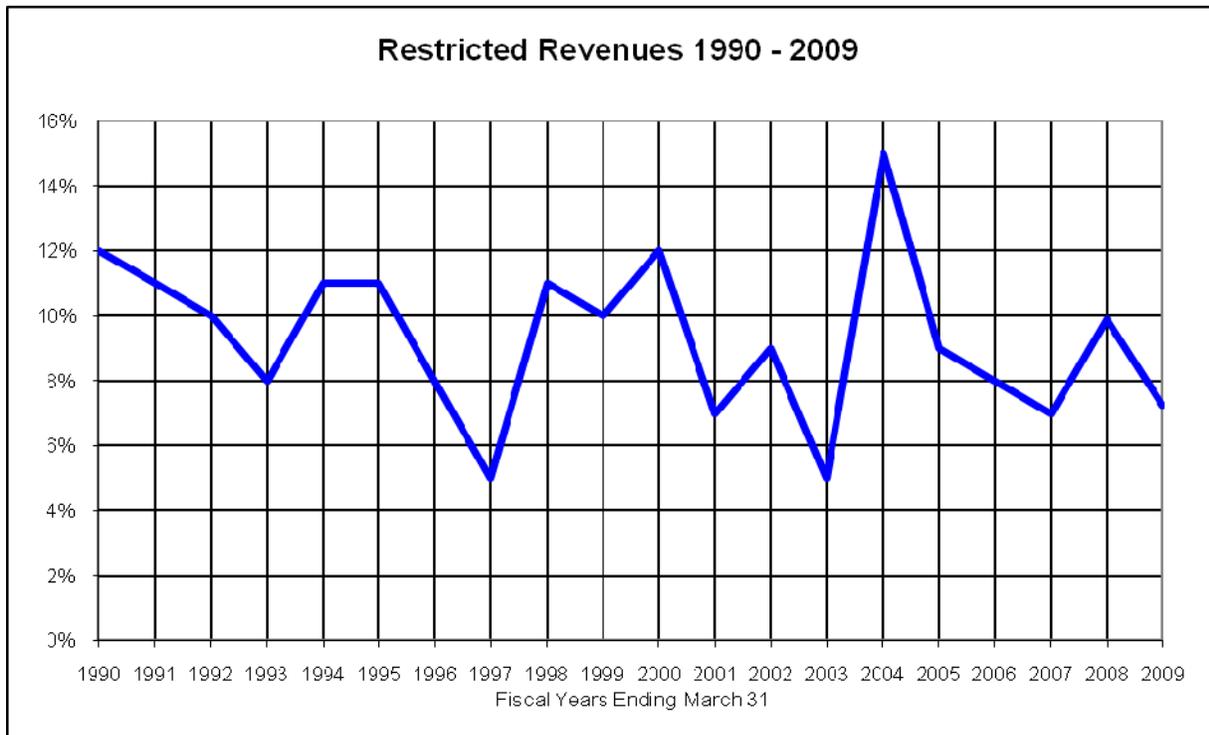
**TREND ANALYSIS/CONCLUSION:** Rock Island's sales tax collections are lowest per capita of the fourteen cities included in the survey with the exception of East Moline. However, East Moline's sales tax is generated entirely from the municipal portion of the state sales tax since East Moline cannot have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

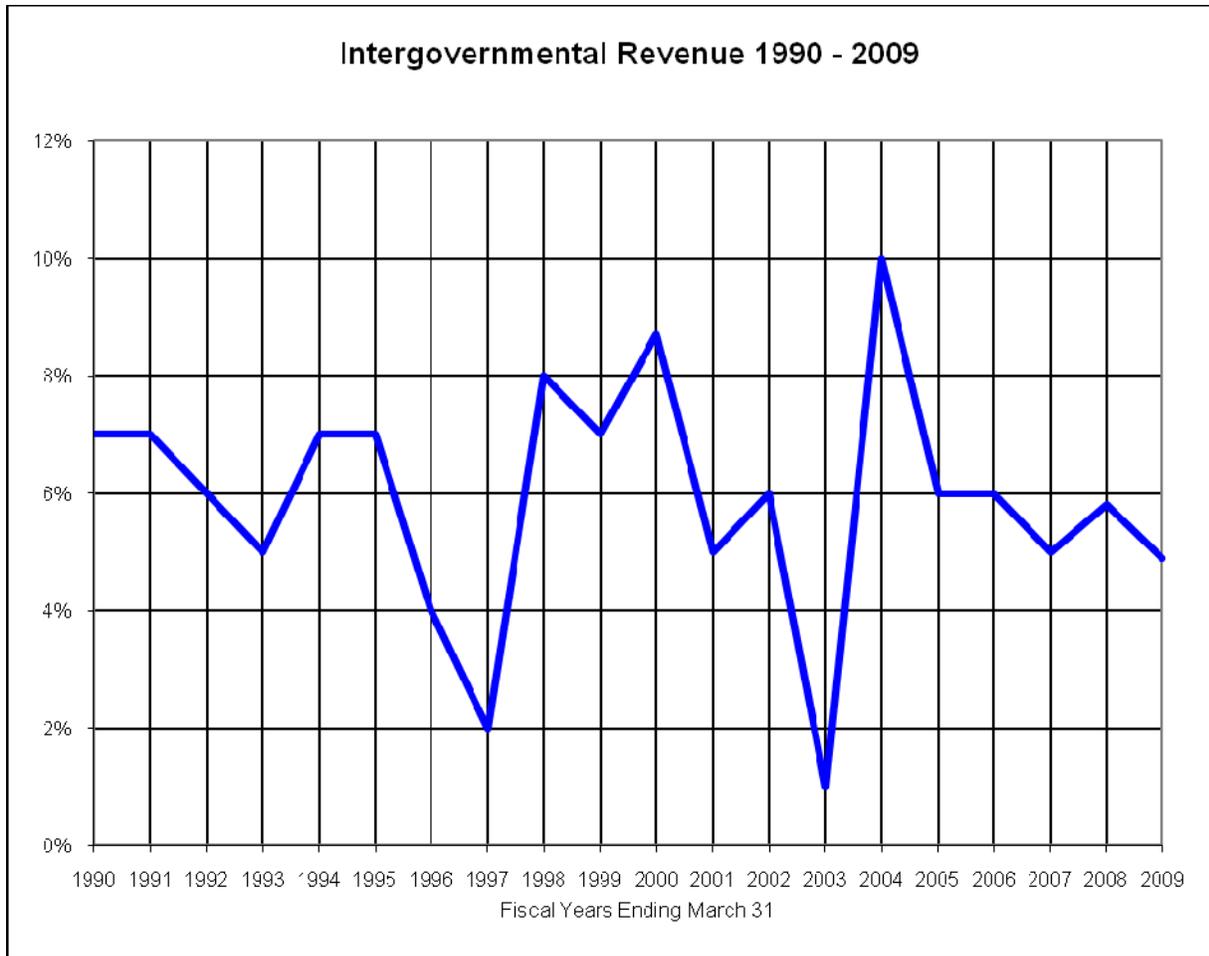
**TREND ANALYSIS/CONCLUSION:** This chart shows that Rock Island County remains competitive in the residential market compared to other counties, however, the City of Rock Island must not only increase the amount of residential housing, but should also increase the value of housing to remain competitive.

## **REVENUE TRENDS**



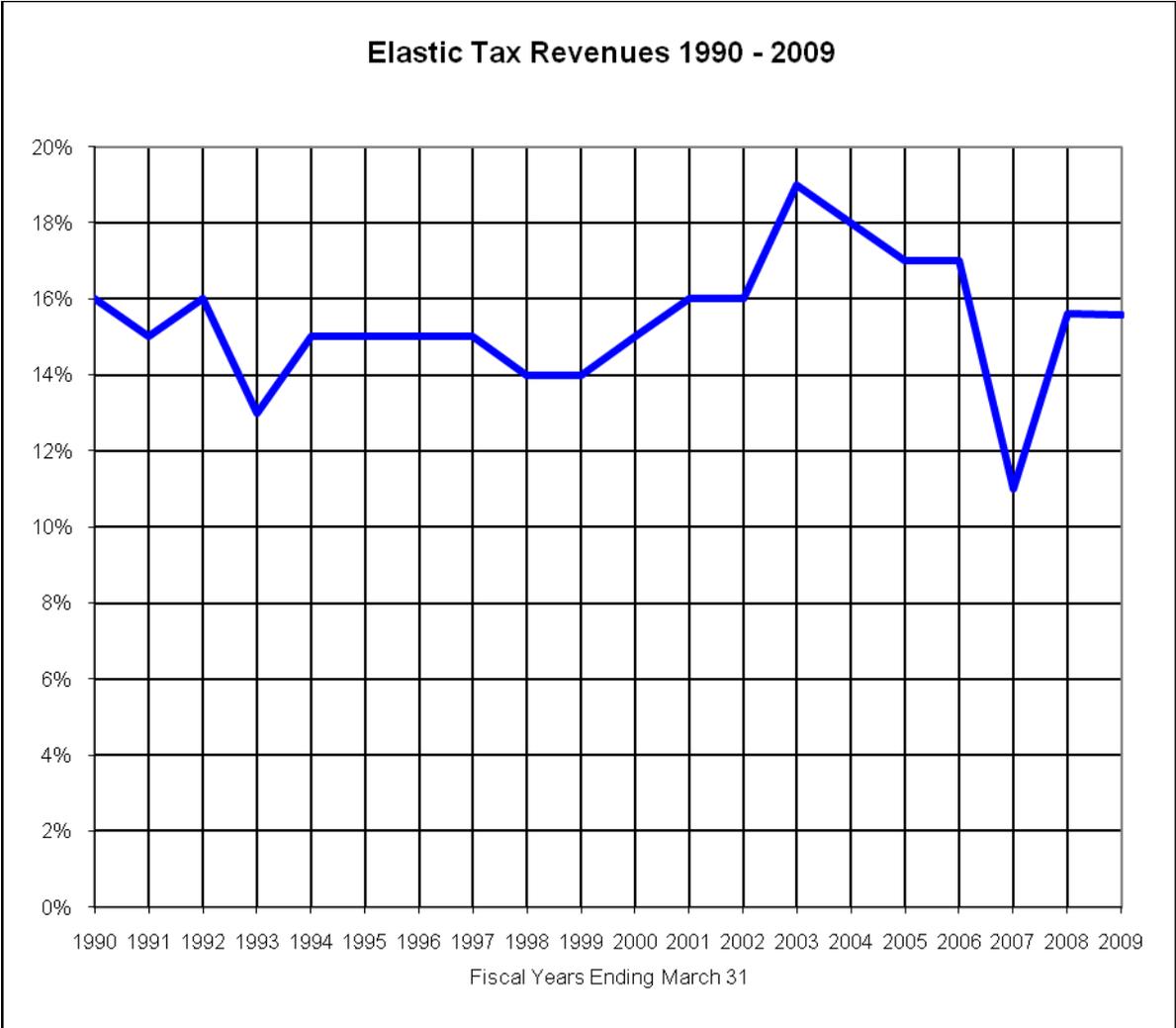
**INDICATOR DESCRIPTION:** This chart shows restricted revenues as a percentage of net operating revenue. Restricted revenues are funds, which must be spent on capital projects, grants, or other legal obligations. From one perspective, it would seem that many of these restrictions should not affect the 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 a decrease for 2009 from 2008.



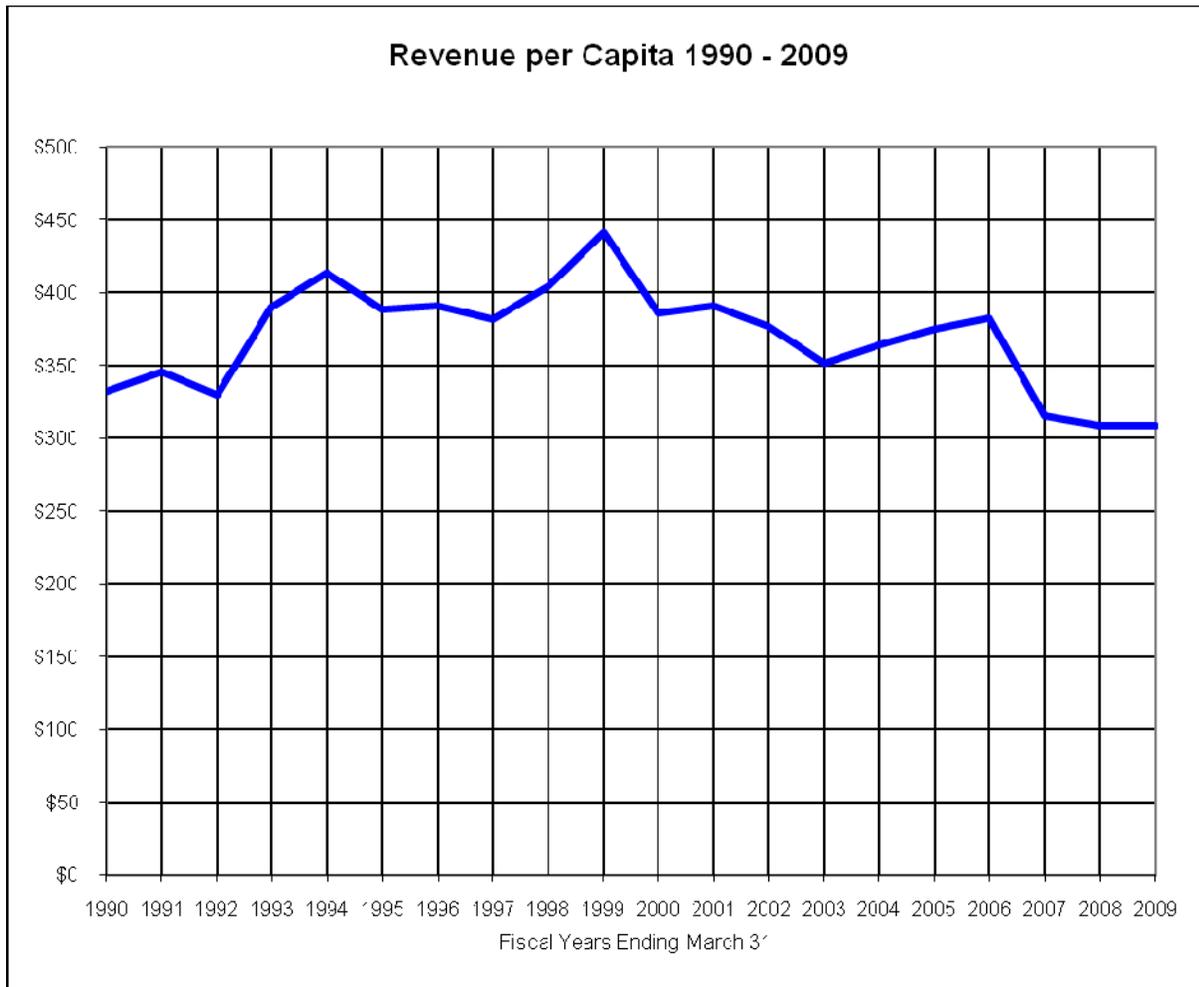
**INDICATOR DESCRIPTION:** Intergovernmental revenues are shown as a percentage of gross operating revenues. Gross operating revenues are defined as revenues to the General, Special Revenue, and Debt Service funds. Intergovernmental revenues are monies received from other government entities. An increasing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



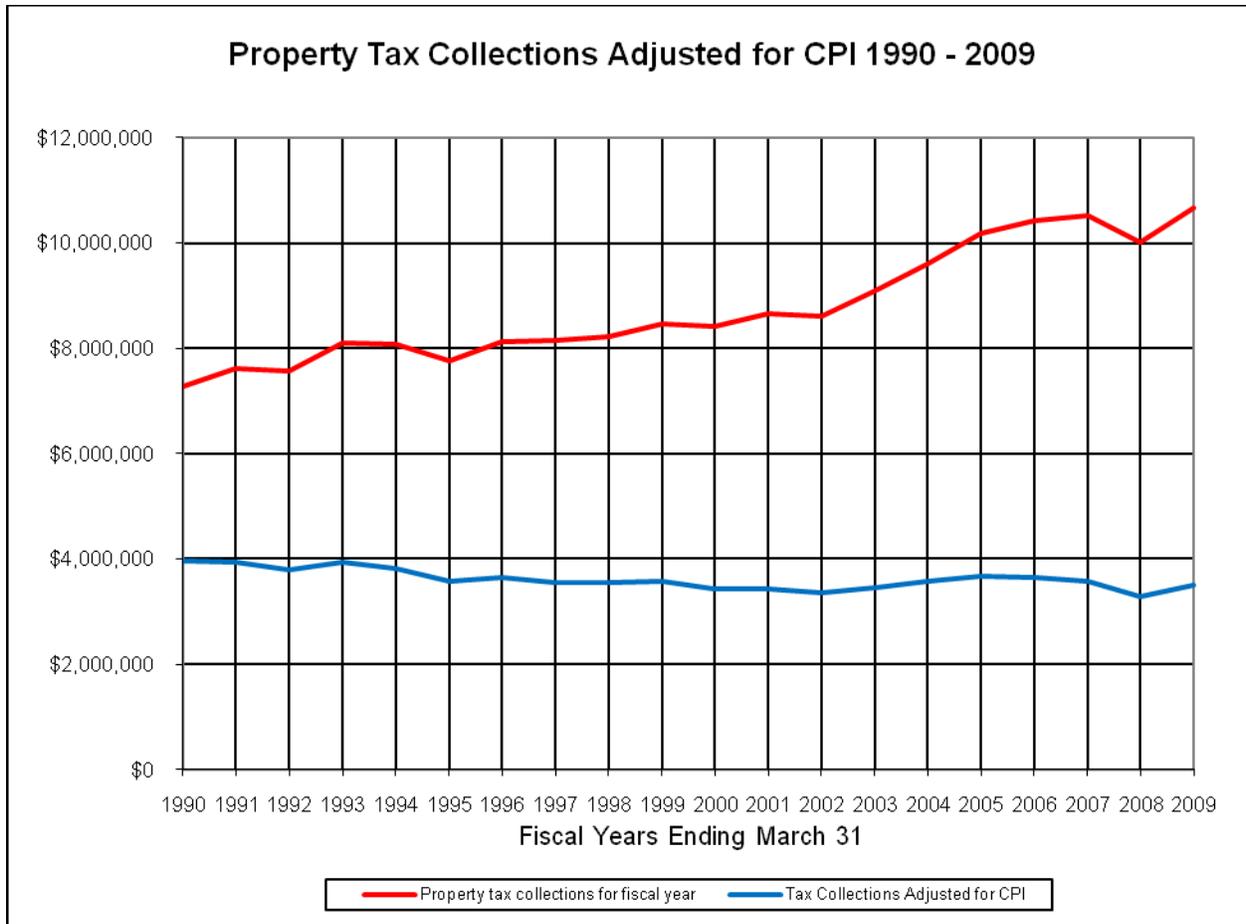
**INDICATOR DESCRIPTION:** Elastic tax revenues are shown as a percentage of net operating revenue. Their yields are responsive to changes in the economic base and inflation. (Inelastic revenues have fixed fees and are unresponsive to changes in economic conditions.) Elastic tax revenues decrease proportionately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



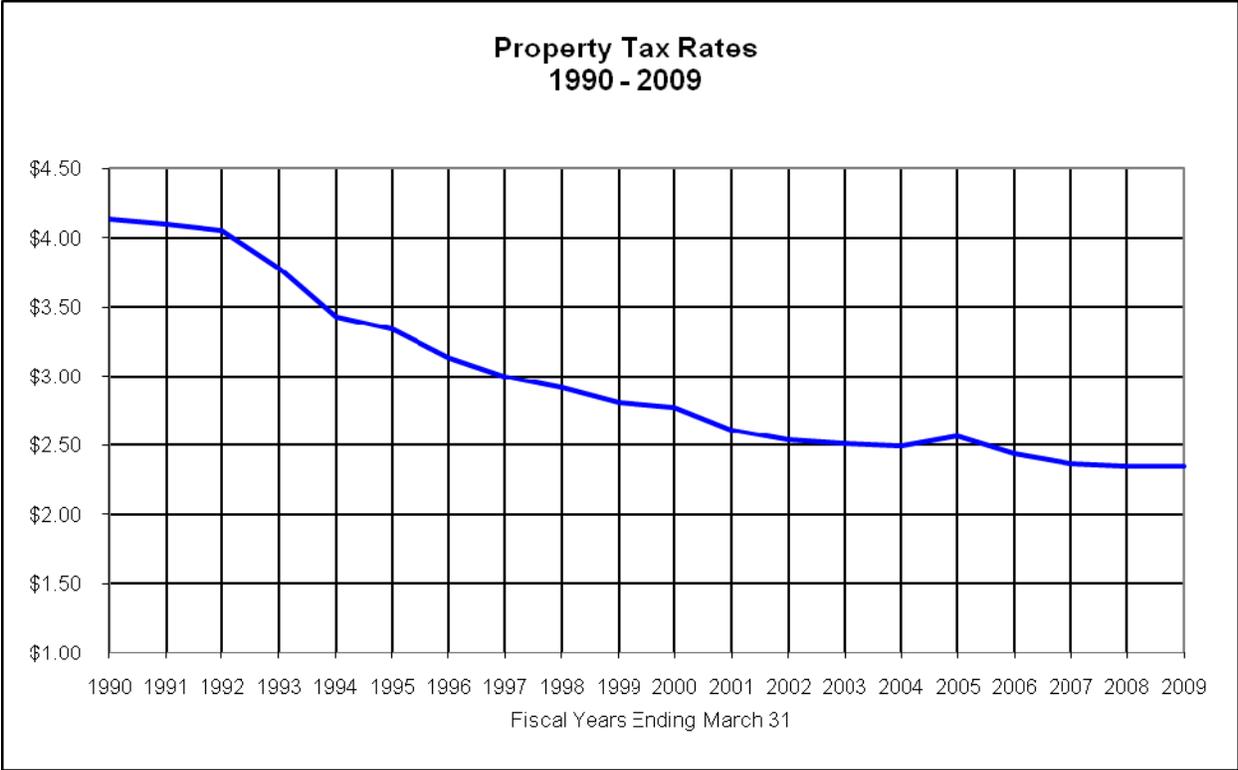
**INDICATOR DESCRIPTION:** This chart shows net operating revenue per person of governmental funds - adjusted for changes in the consumer price index. This chart shows how revenues are changing relative to changes in population. As population increases, it might be expected that the need for services 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 in 2008 and 2009. 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.

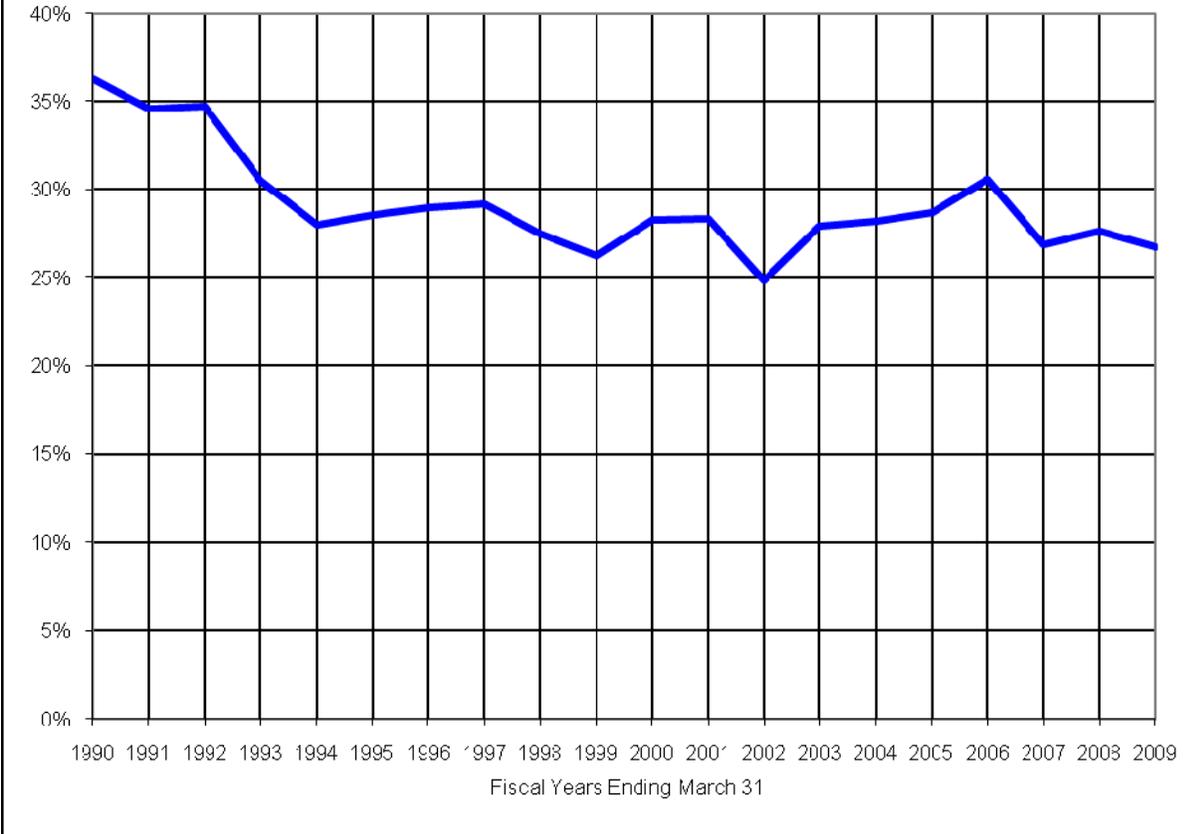
**TREND ANALYSIS/CONCLUSION:** This chart illustrates a general reduction in property tax collections in constant dollars. This points out the need for continued economic development strategies designed to attract, retain and increase the property values of businesses and households. The 2002 decline 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 2009. The municipal rate includes levies for Parks and Library.

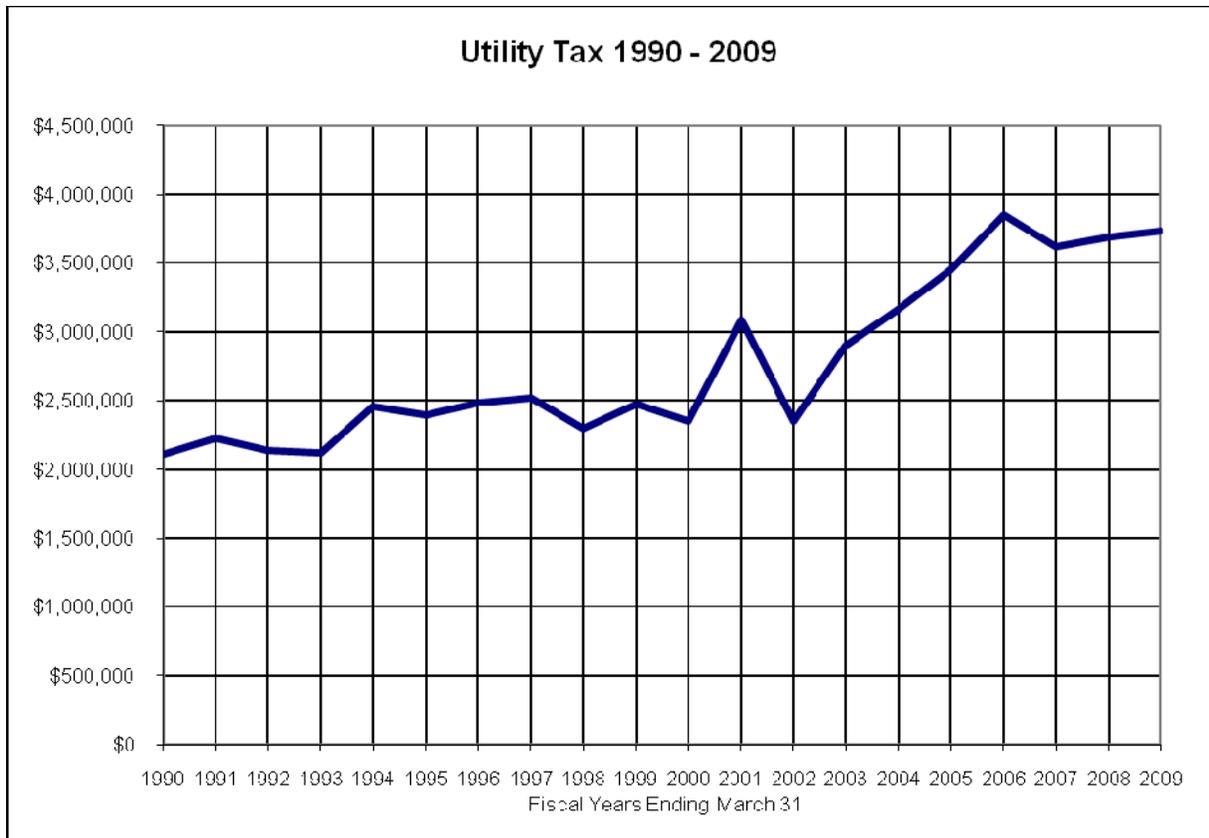
**TREND ANALYSIS/CONCLUSION:** This chart should be viewed with the first chart “Equalized Assessed Property Valuations”. Property tax rates peaked in 1991 at \$4.13. They have steadily declined to a rate of \$2.49 in 2004 (a 40% decrease since 1991). However, in 2005 the municipal property tax rate increased slightly to \$2.57 but has decreased to \$2.36 in 2008 and remains the same for 2009.

**Property Tax Revenue as a Percentage of Net Operating Revenues 1990 - 2009**



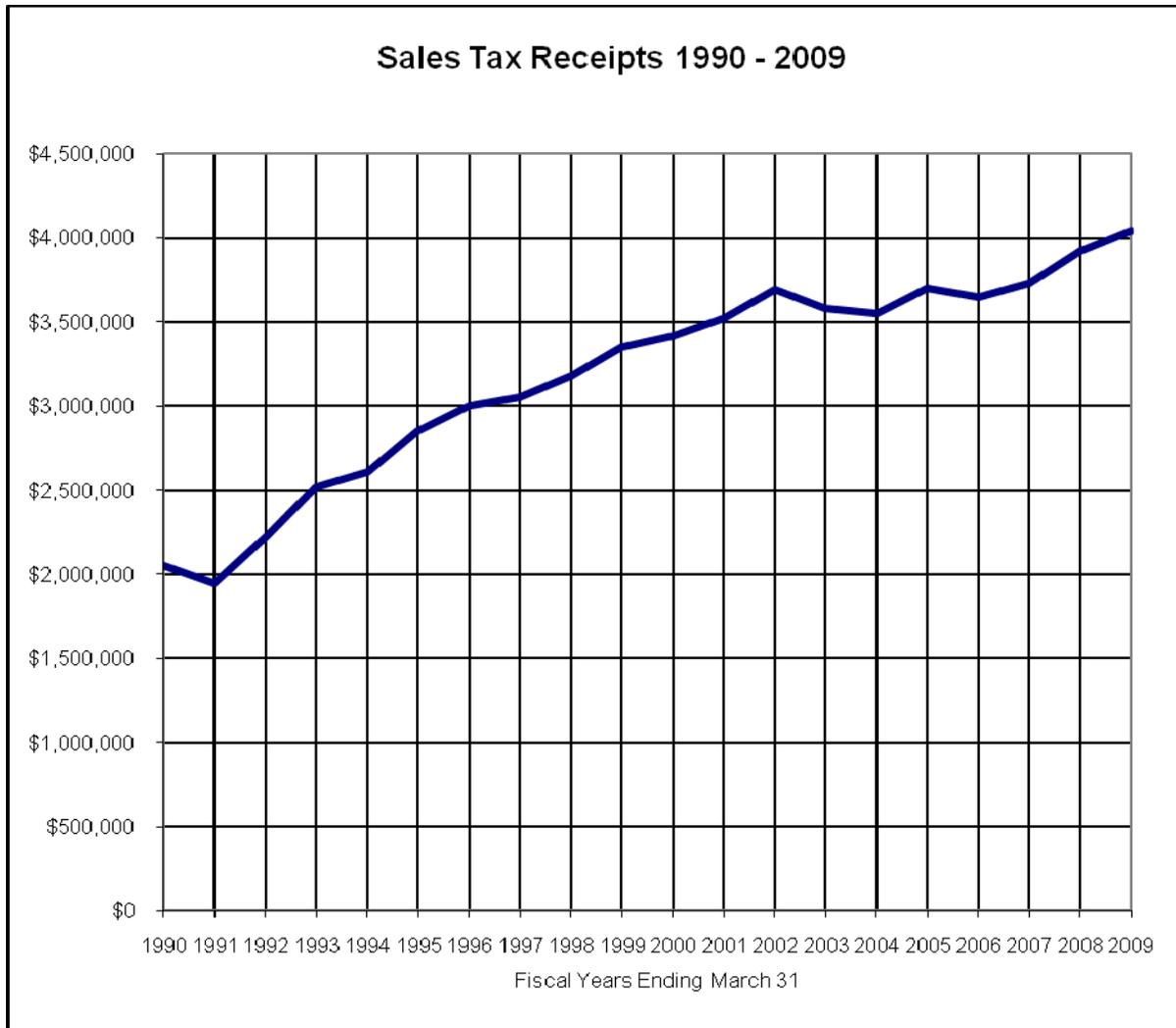
**INDICATOR DESCRIPTION:** This chart shows property tax collections as a percentage of Net Operating Revenue.

**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.

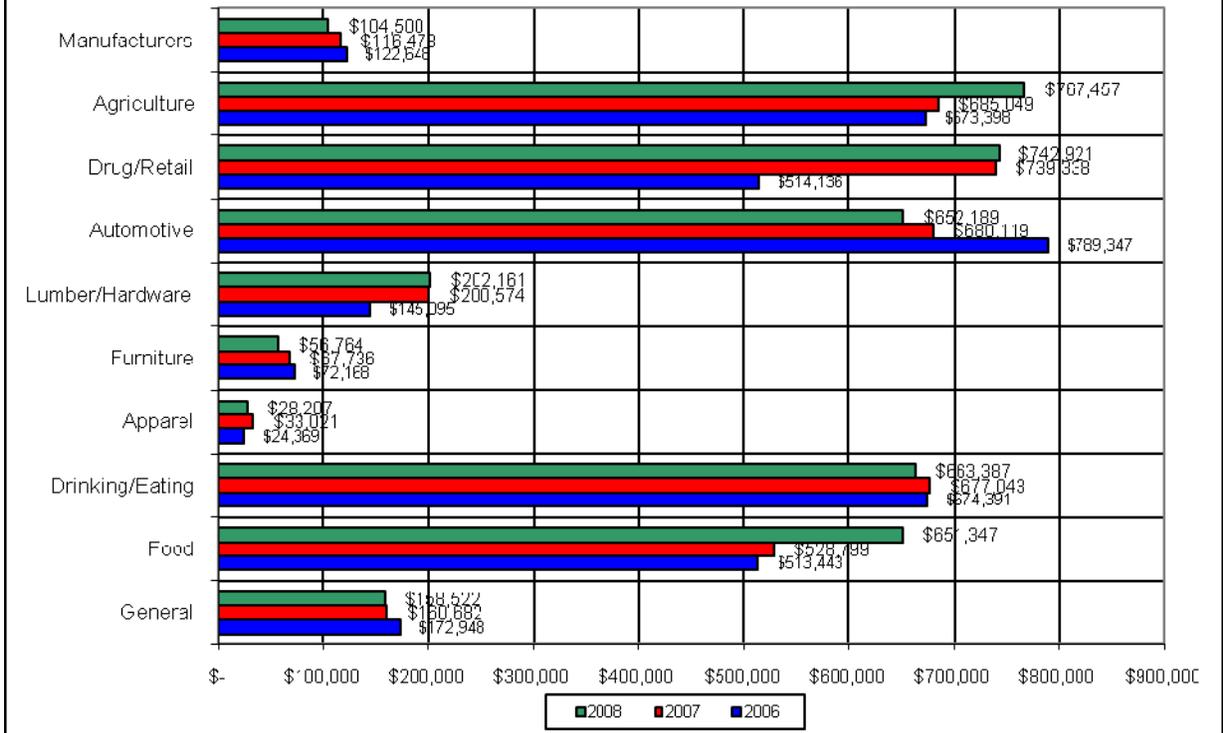
**TREND ANALYSIS/CONCLUSION:** The utility tax has been a relatively stable elastic revenue source fluctuating with the price and level of consumption. However, deregulation of the industry has led to “wheeling” from outside suppliers. This, plus MidAmerican Energy’s 13% decrease in rates caused the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

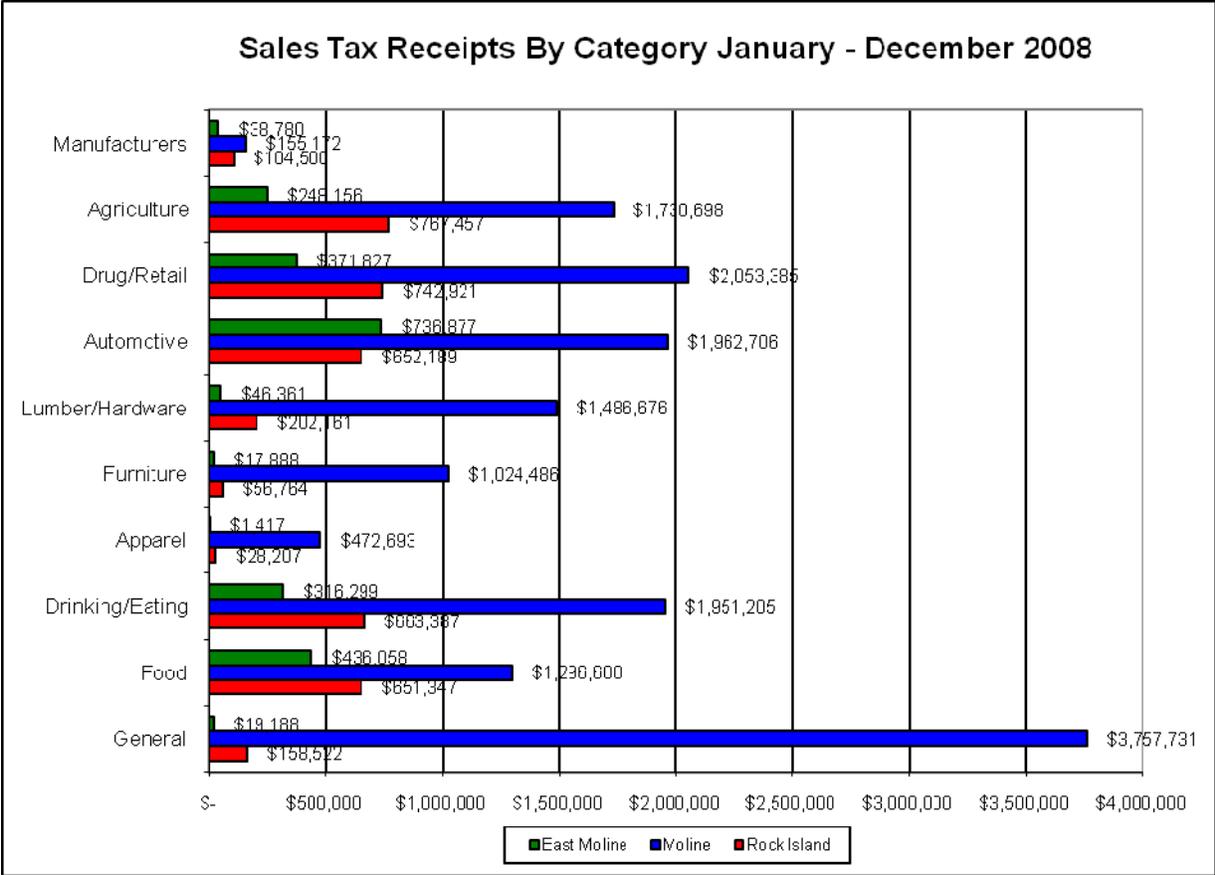
**TREND ANALYSIS/CONCLUSION:** The local option sales tax was adopted September 1, 1991 to enhance the revenue mix and reduce the reliance on the property tax. Sales tax revenue increased 14% for an average of 3% per year over the past five years, which, while still positive, is less than in past years 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. For fiscal year 2011 the City has increased the local option sales tax from 0.75% to 1.25% again to address an economic downturn.

### Sales Tax Receipt Comparison 2006, 2007, 2008



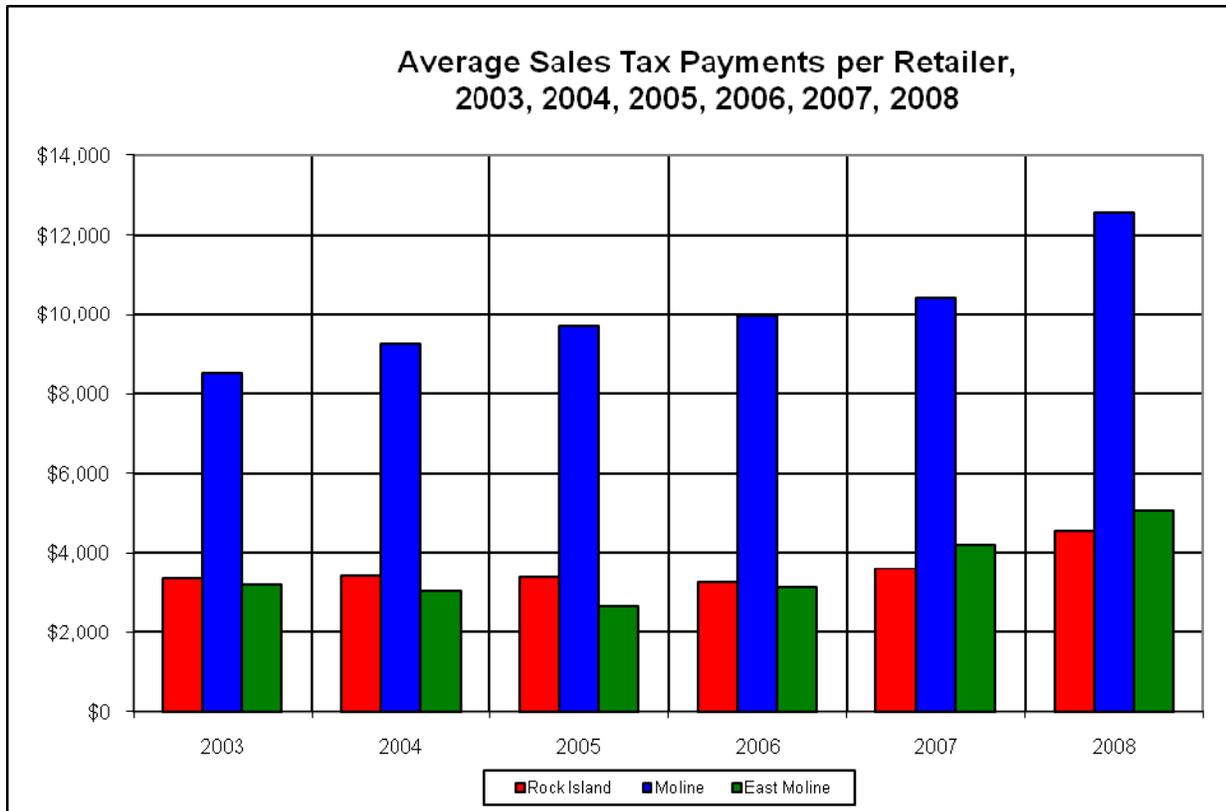
**INDICATOR DESCRIPTION:** This chart compares calendar data for 2006, 2007, and 2008 supplied by the Illinois Department of Revenue. This chart reflects both the municipal and home rule components of the total sales tax revenue.

**TREND ANALYSIS/CONCLUSION:** The 2008 Sales Tax receipts increased over 2007 in the following categories: Agriculture, Drug/Retail, Lumber/Hardware, and Food.



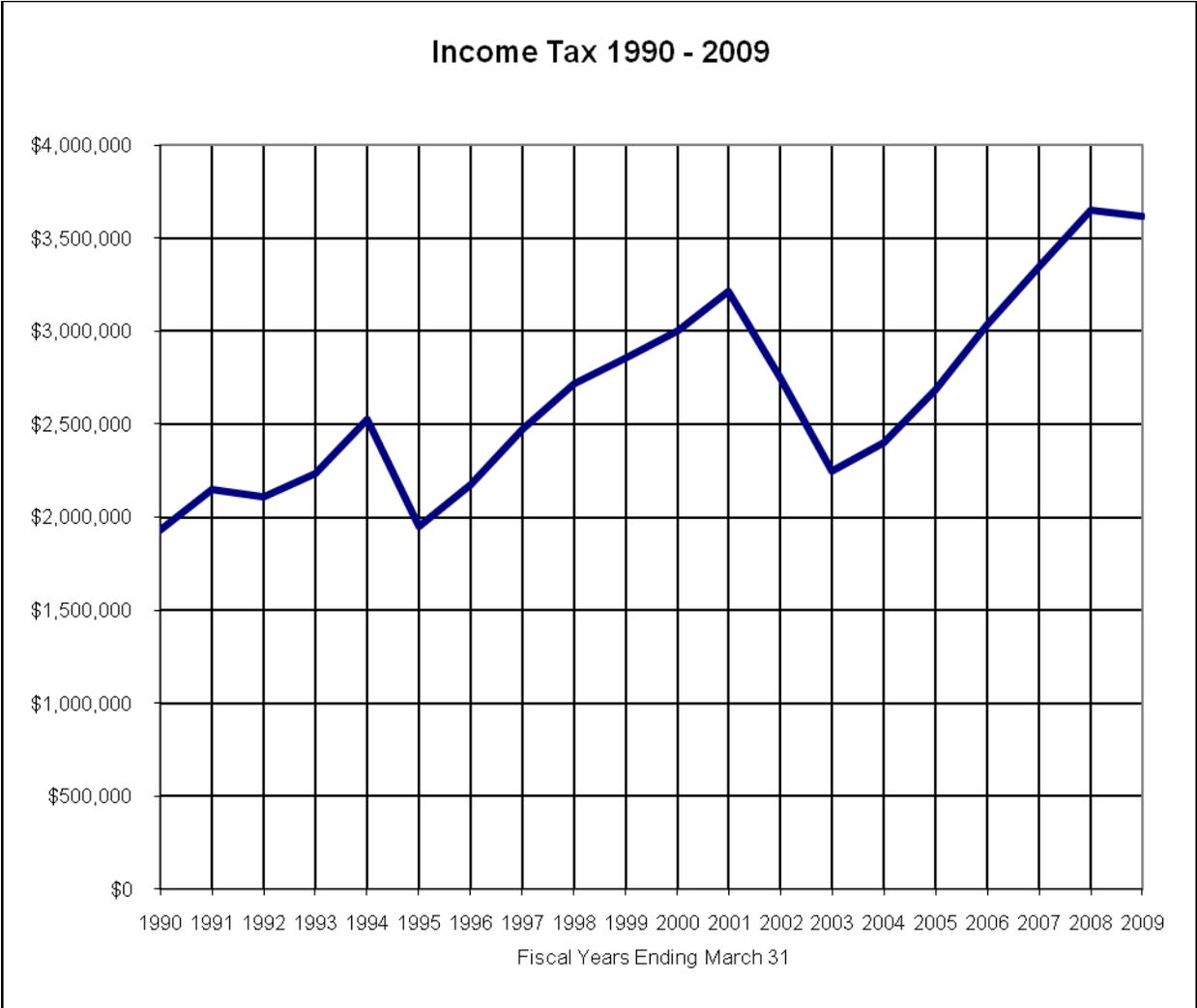
**INDICATOR DESCRIPTION:** This chart shows City sales tax receipts by business category for the calendar year 2008 compared to East Moline and Moline. Since the City is essentially in competition with these communities, this chart is a useful tool for analyzing how Rock Island compares to its neighbors. 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.



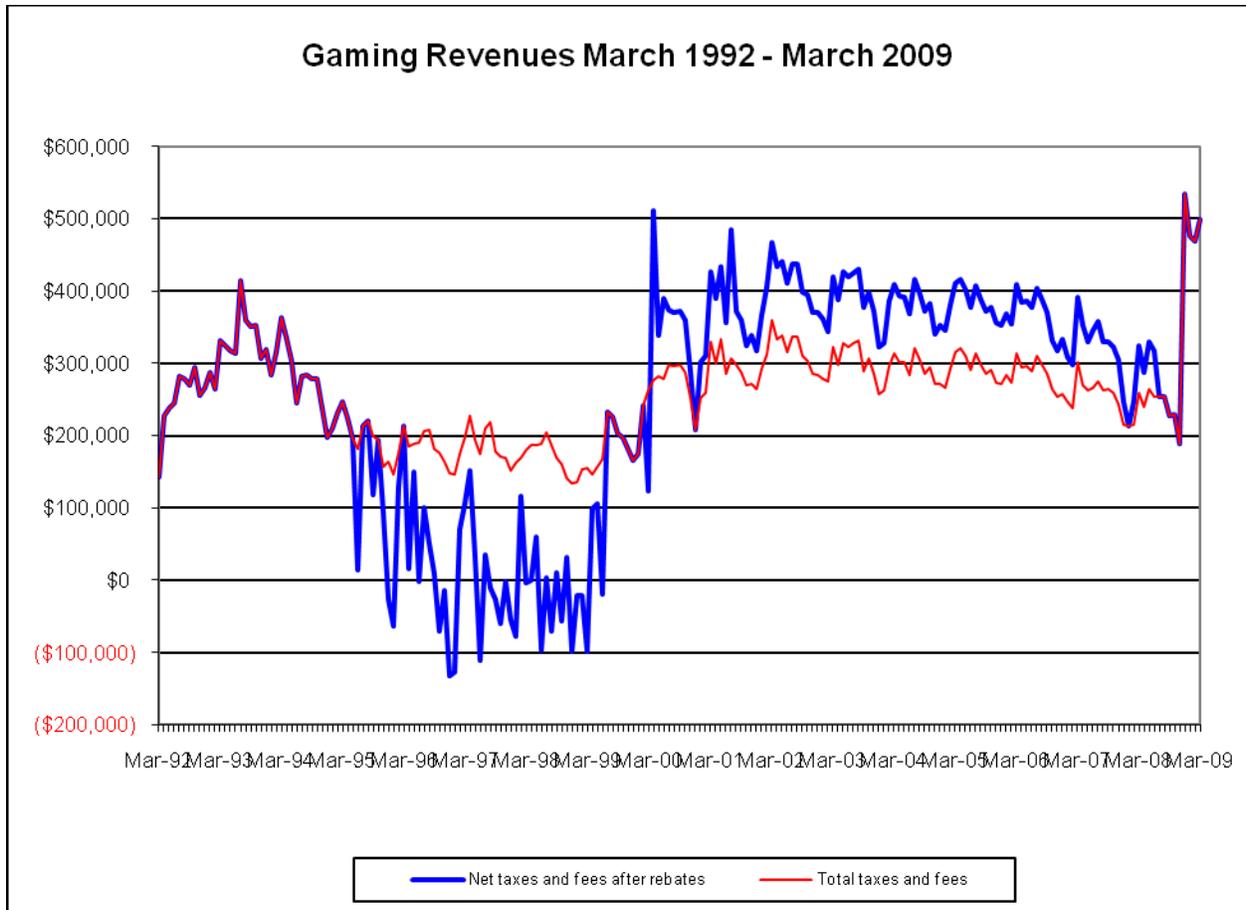
**INDICATOR DESCRIPTION:** This chart shows City of Rock Island sales tax receipts per retailer for the calendar years of 2003, 2004, 2005, 2006, 2007, and 2008 as compared to East Moline and Moline. It was prepared by dividing the total sales tax receipts by the number of retail businesses in each city. 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.



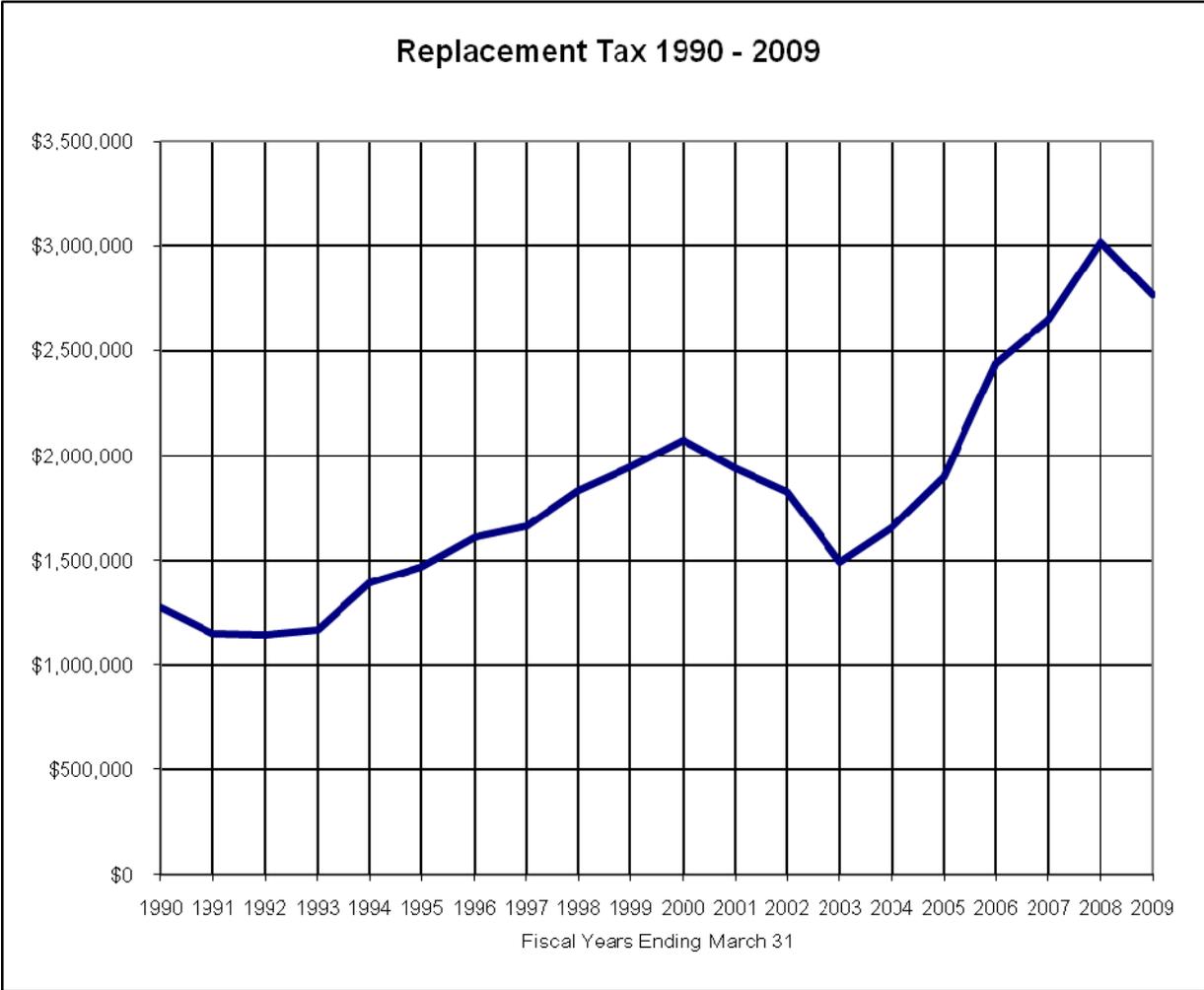
**INDICATOR DESCRIPTION:** City income tax revenue is generated from a 3.0% tax on personal income. The tax is collected by the State and distributed to cities based on population. From 1990 to 1994 there were two components; income tax and surcharge tax. Income tax revenue was recorded in the General 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. Due to the economic downturn in 2009 this revenue has again decreased.



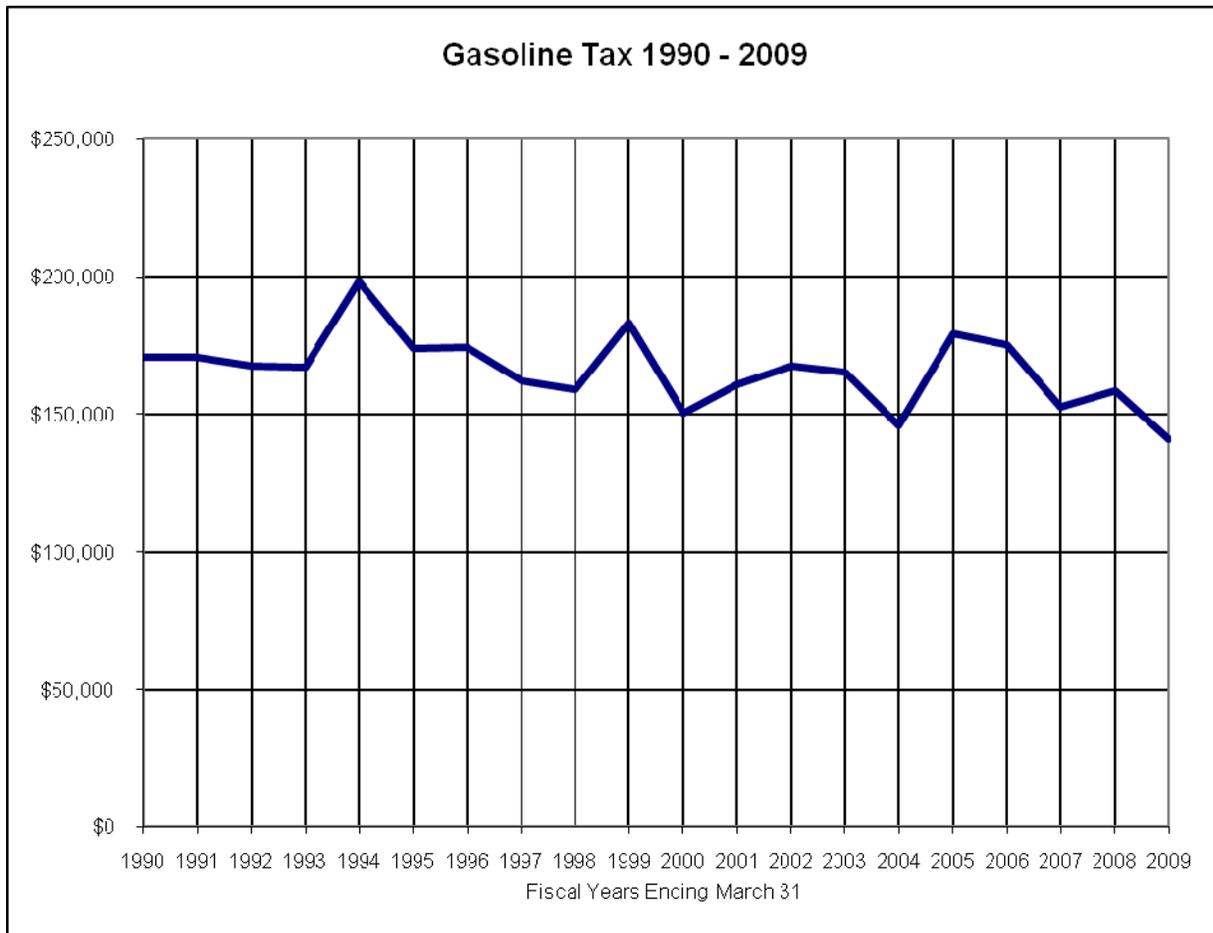
**INDICATOR DESCRIPTION:** The City receives \$1.00 per person plus approximately 5% of the wagering losses as a tax collected and remitted to the City by the State of Illinois. This chart shows these local and State revenues plus total gaming revenue from inception in March 1992 through March 2009.

**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. For the end of 2008-2009 revenues have increased with the opening of the new Casino in December, 2008.



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

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



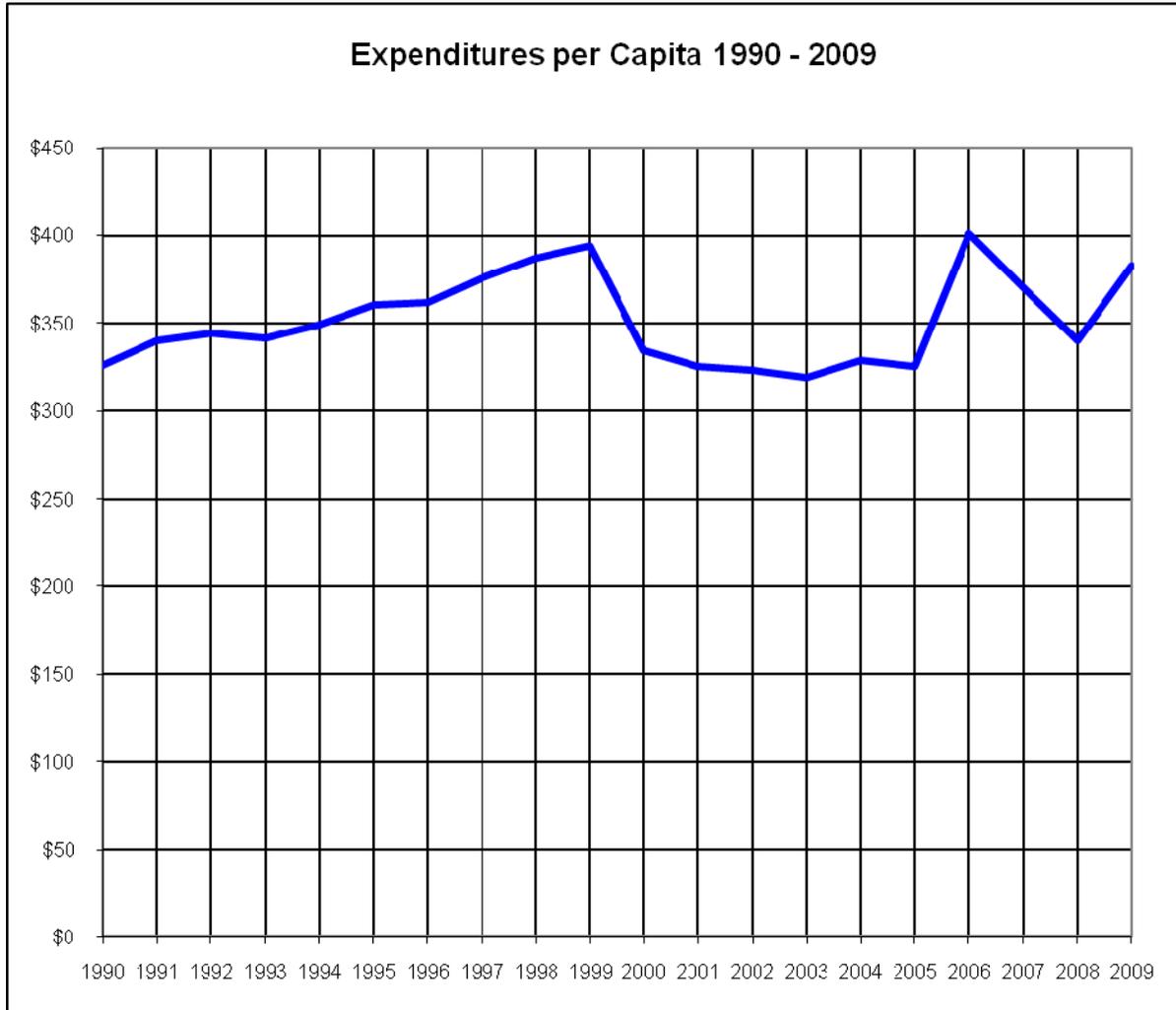
**INDICATOR DESCRIPTION:** The City adopted a user tax of \$.01 on retail and bulk purchases of motor fuel on April 6, 1987, replacing the wheel tax. Gasoline tax represents approximately 1% of General Fund revenue.

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



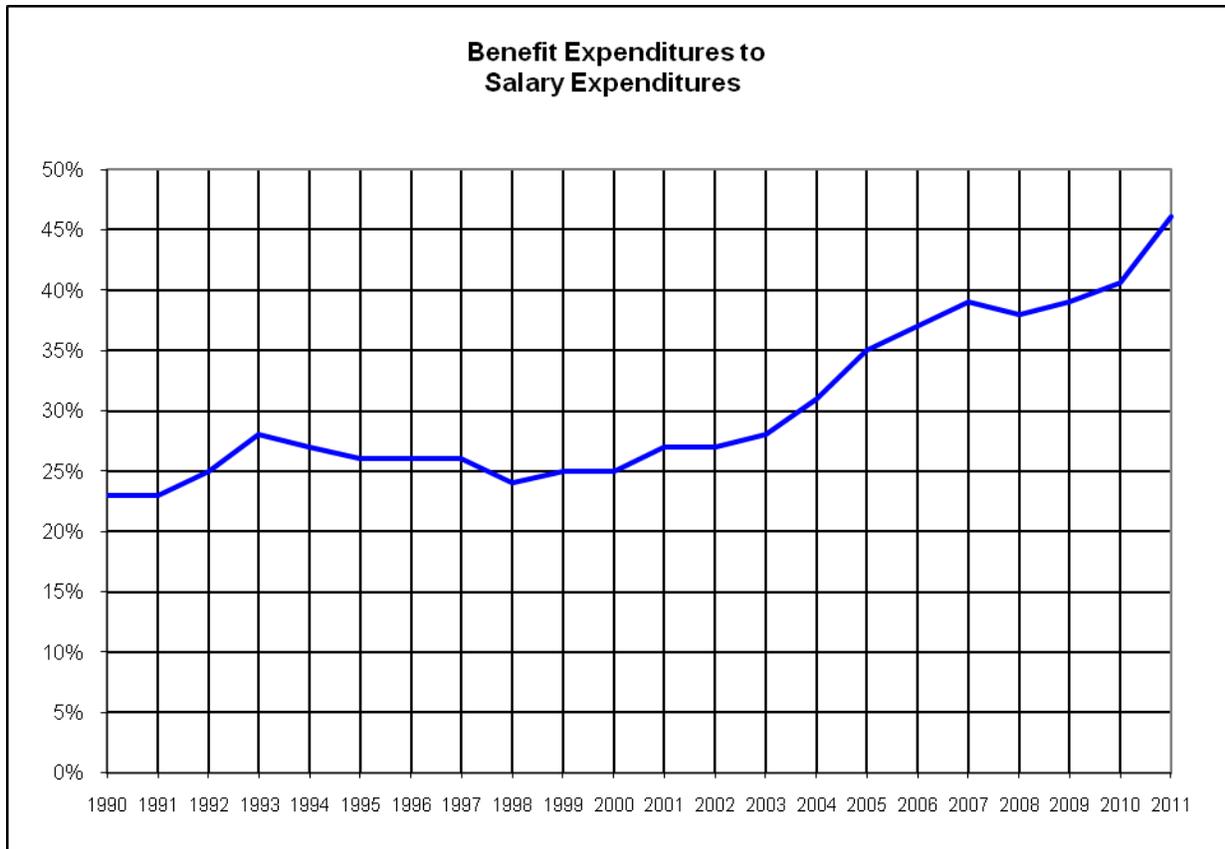
ROCK ISLAND  
ILLINOIS

## **EXPENDITURE TRENDS**



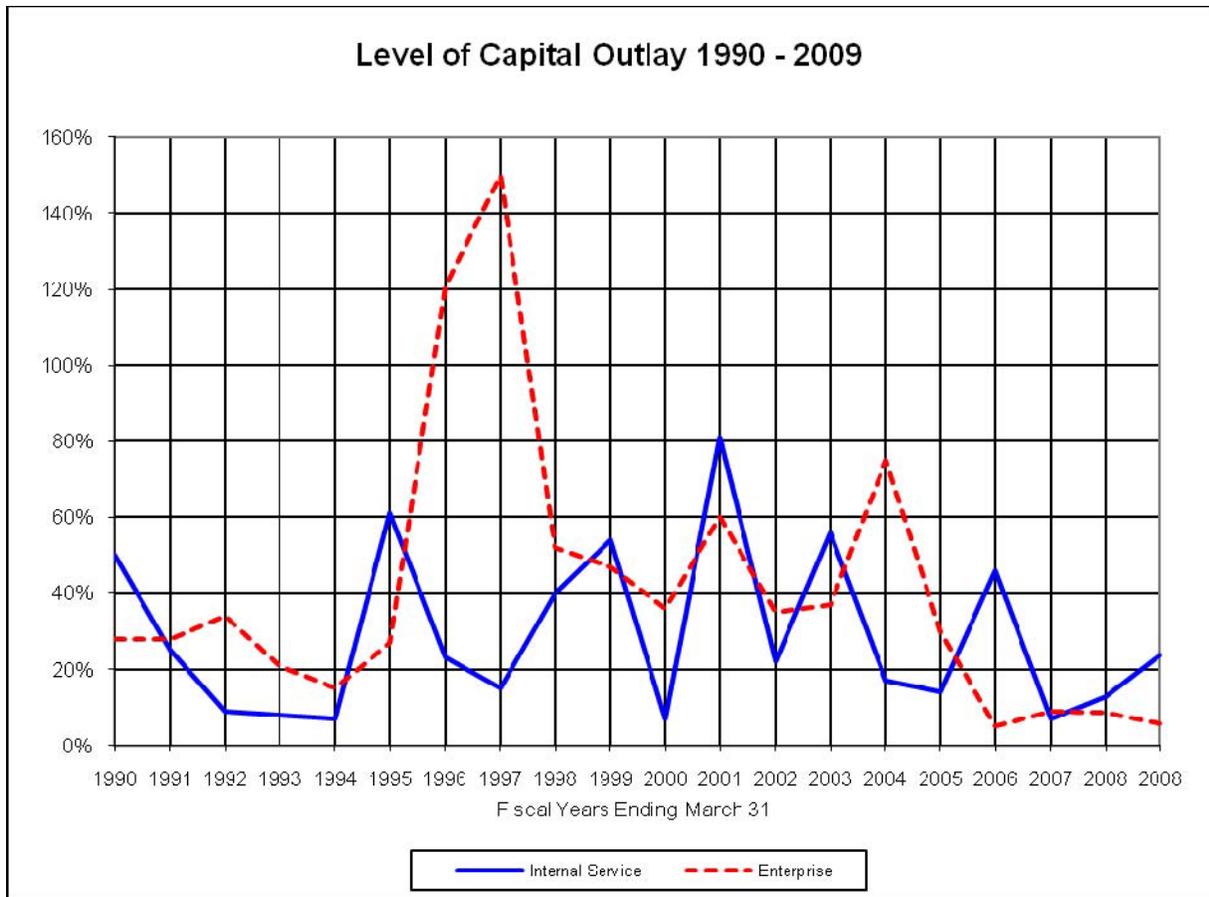
**INDICATOR DESCRIPTION:** This chart shows Net Operating Expenditures (adjusted for changes in the consumer price index) per person relative to changes in population. Increasing per capita expenditures can indicate that the cost of providing services is outstripping the community's ability to pay, especially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

**TREND ANALYSIS/CONCLUSION:** This chart suggests that the City has been able to maintain service levels despite a loss in population. The chart indicates a trend of increasing expenditures per capita reversed in 1999 and remained steady until 2006 when they spiked briefly. For 2009 the downward trend of the previous two years has been reversed.



**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).

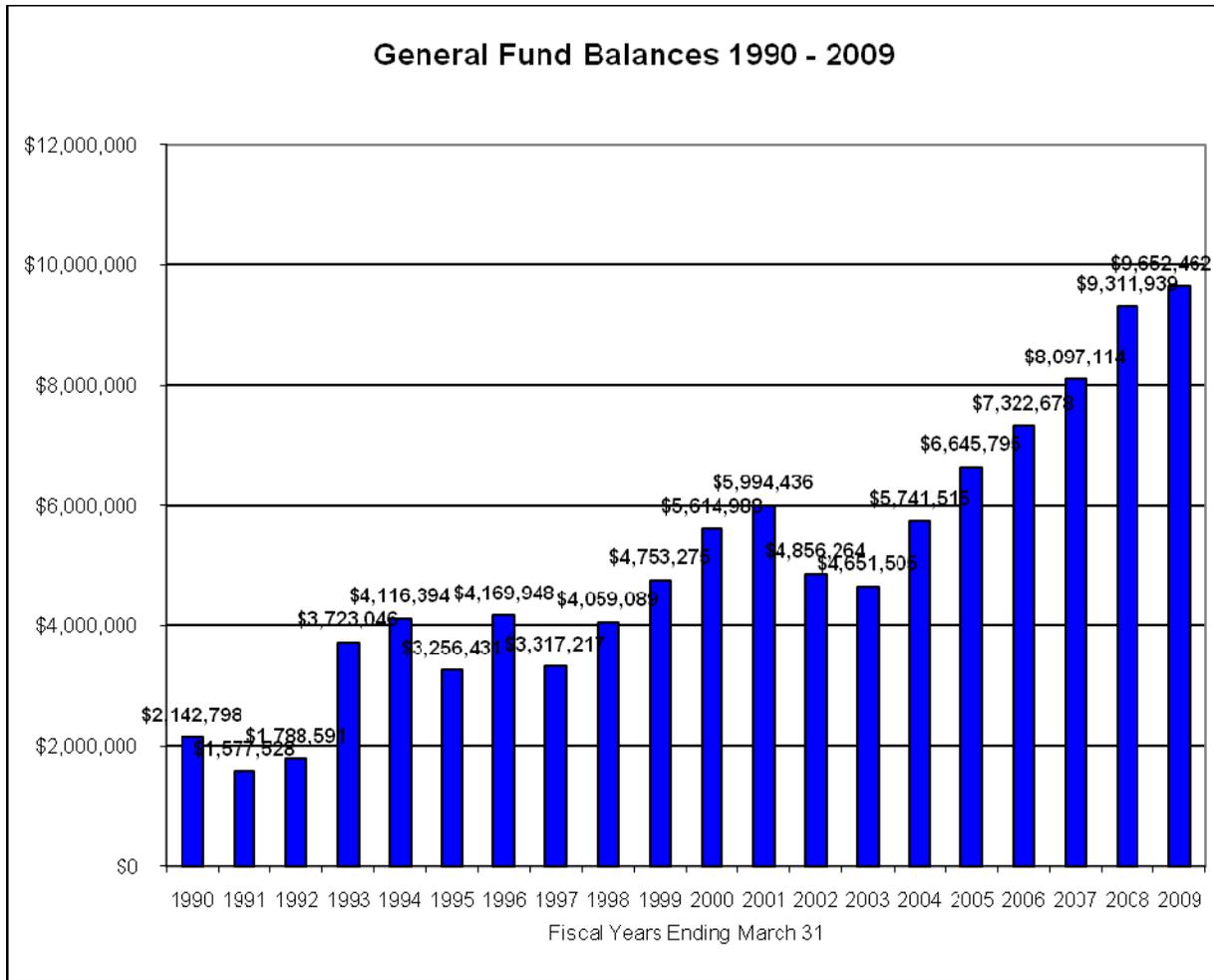
**TREND ANALYSIS/CONCLUSION:** This chart shows a positive trend for 1990 and 1991. The negative trend of increasing benefits to salaries for 1992 and 1993 is due to budgeted increases in health insurance expenses. This negative trend was reversed in the 1994 – 1998 budgets. 1999 saw budgeted increasing 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.

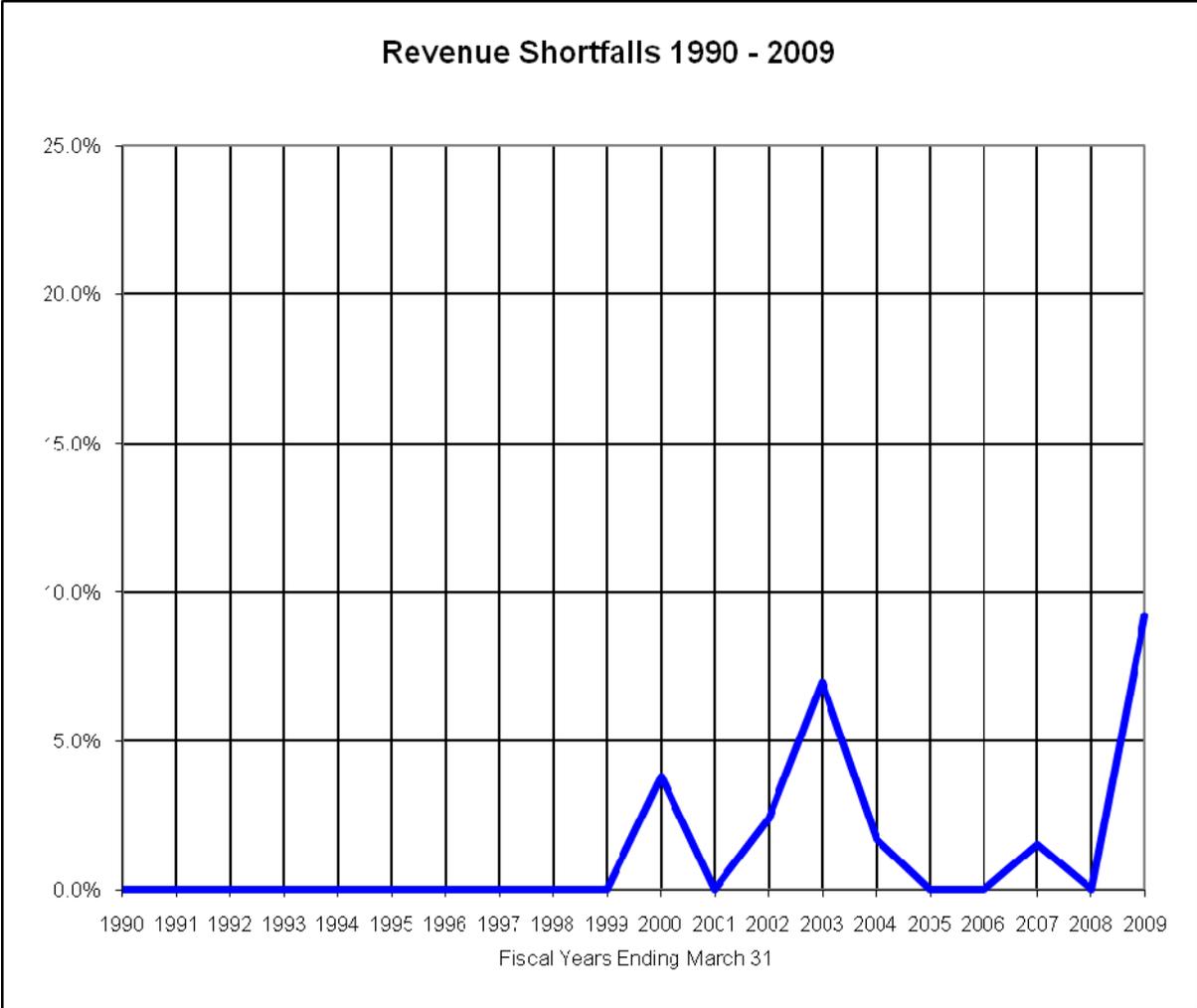
**TREND ANALYSIS/CONCLUSION:** Capital outlay for the Internal Service Fund (Equipment Maintenance) shows periodic peaks and valleys, which is expected as the City accumulates resources and then makes major periodic planned purchases of equipment. The Enterprise Funds show steady capital outlay (in these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



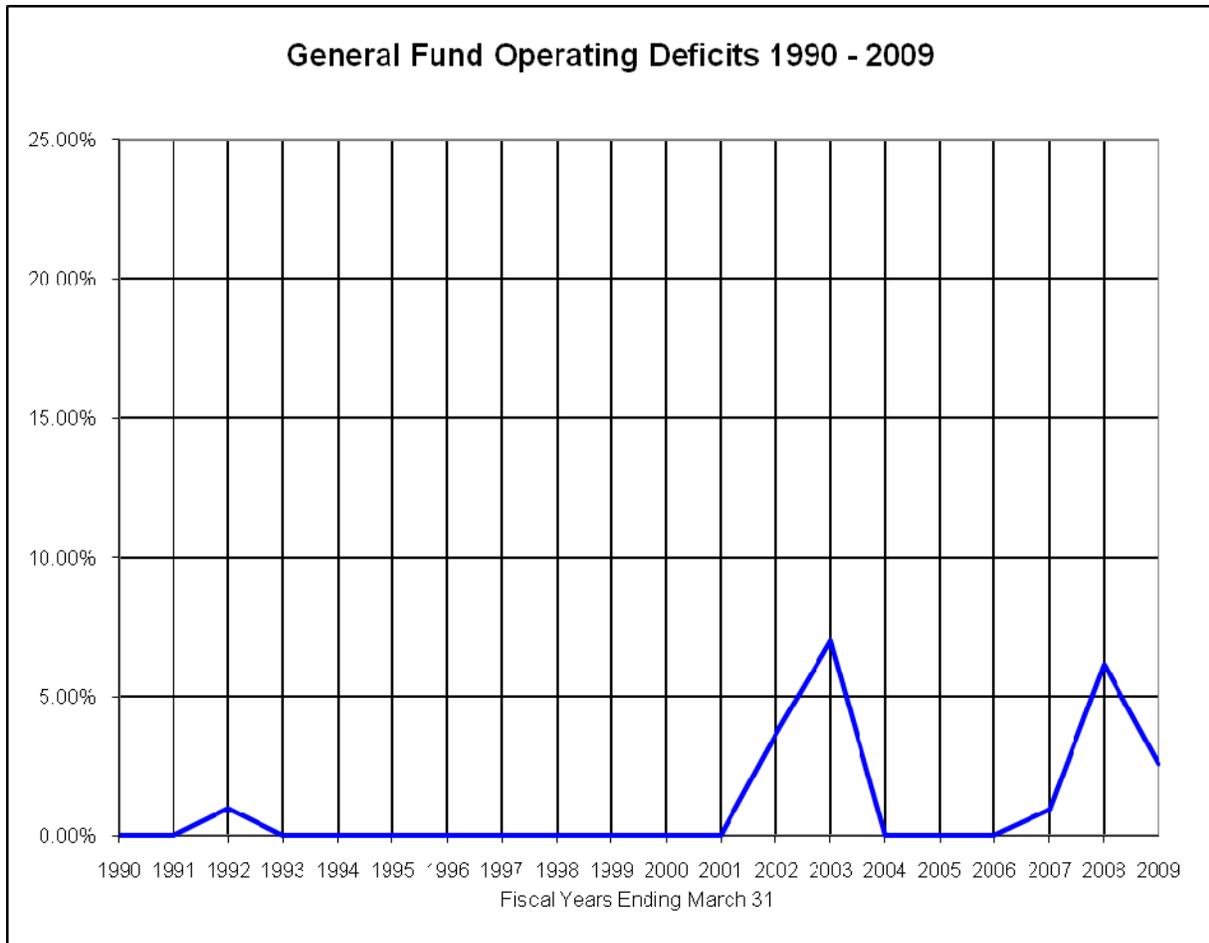
**INDICATOR DESCRIPTION:** The level of a city’s fund balance may determine the ability to withstand unexpected financial emergencies, such as may result from natural revenue shortfalls or steep rises in inflation. It may also determine a city’s ability to accumulate funds for large-scale purchases,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



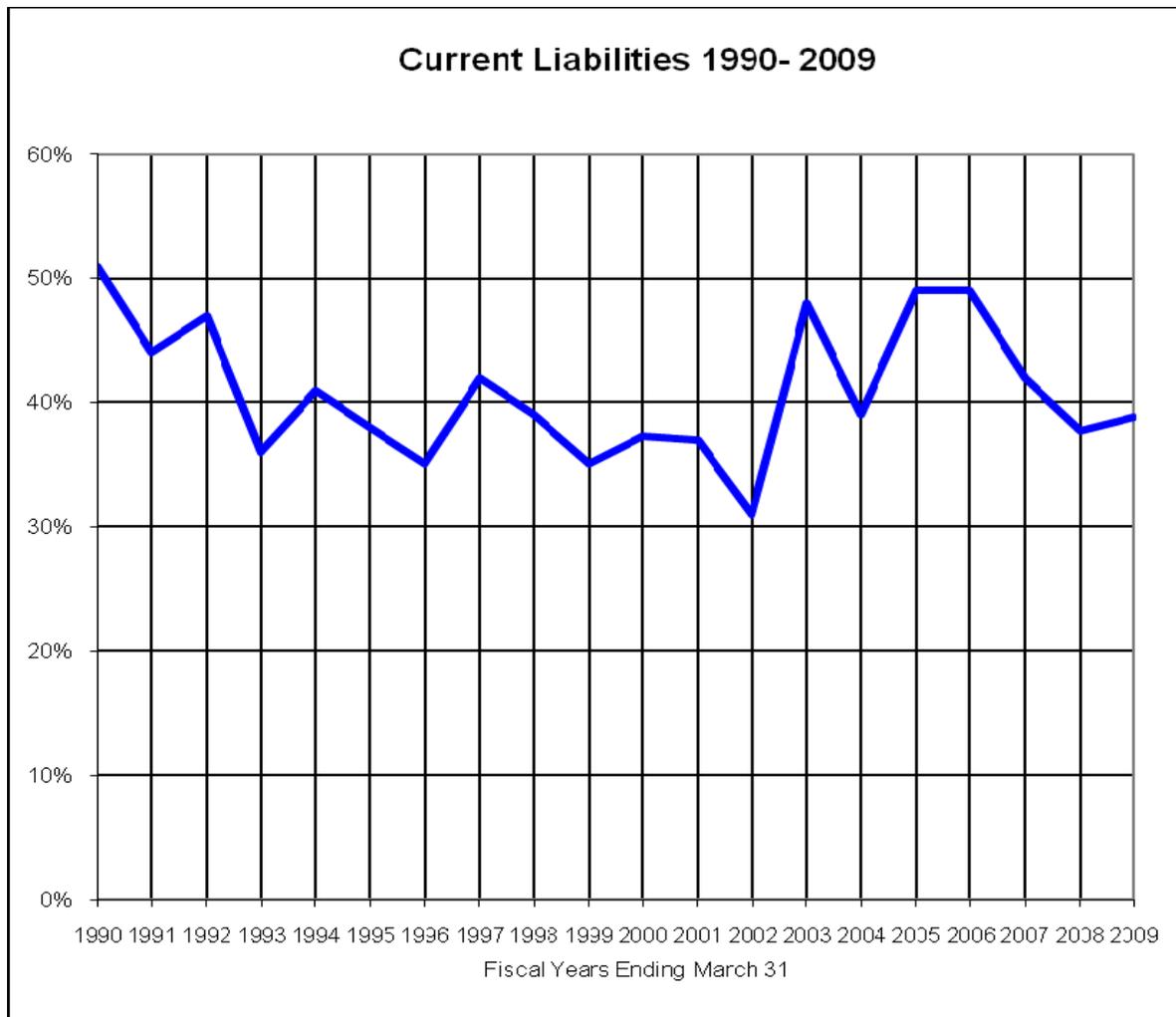
**INDICATOR DESCRIPTION:** Revenue shortfalls are indicated as a percentage of net operating revenue. This indicator examines the differences between revenue estimates and revenues actually received during the budget year. Major differences, that continue year after year, can be an indication of either 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:** 2000, 2002, 2003, 2004, 2007, and 2009 shortfalls were due to the economy.



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

**TREND ANALYSIS/CONCLUSION:** In 1992, a transfer of \$100,000 from the IMRF fund was used to fund General Fund IMRF expenditures and cover the operating deficit of \$77,662. The operating deficits in the above chart were the result of declines in tax revenue caused by economic downturns.



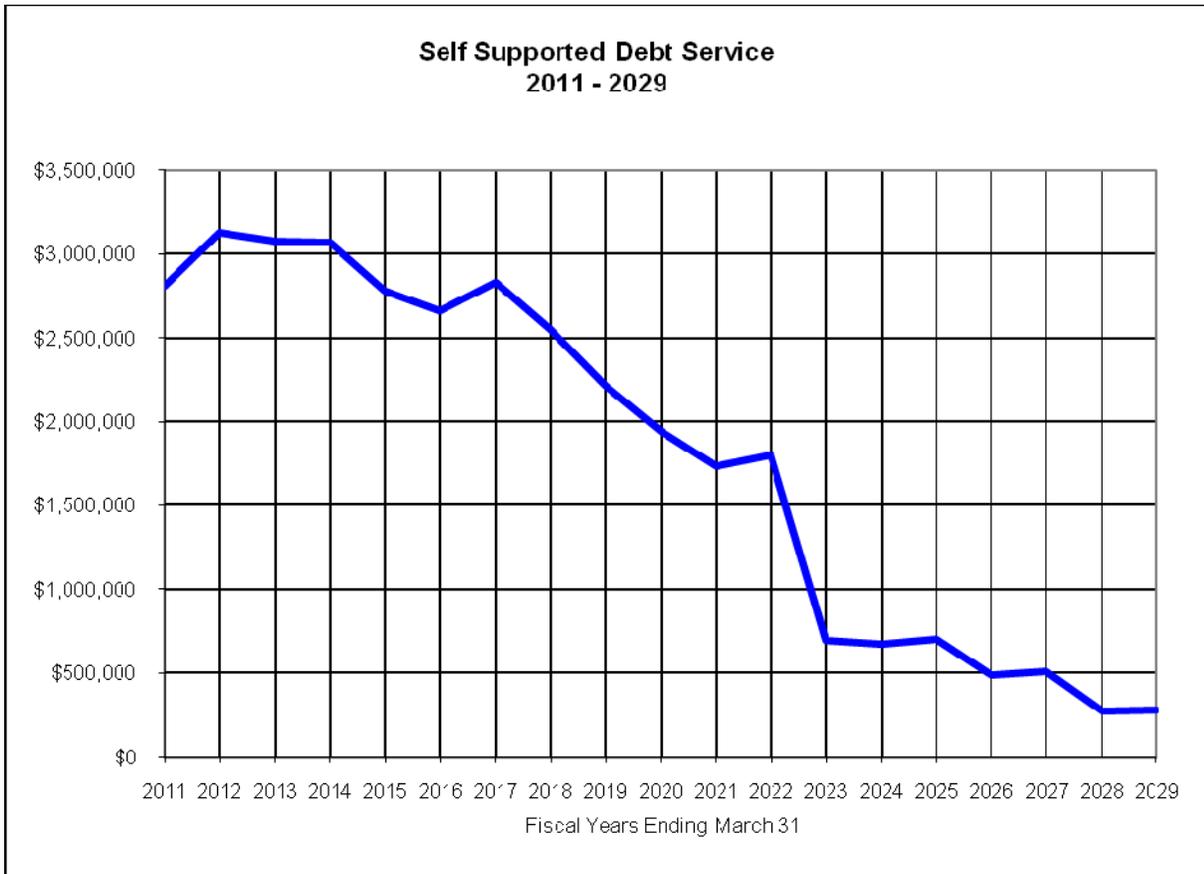
**INDICATOR DESCRIPTION:** Current liabilities are defined as the sum of all liabilities including short-term debt, the current portion of long-term debt, accounts payable, and other current liabilities. Although the use of short-term borrowing, i.e., tax anticipation warrants, is an accepted way to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

**TREND ANALYSIS/CONCLUSION:** This trend is positive for the City when current liabilities as a percentage of Net Operating Revenues decline as indicated from 1990 to 2002. The 2003 and 2005 sharp increases were due to a decrease in CDBG drawdowns. The level remained the same for 2006 followed by a two year decline with 2009 showing the beginning of a positive trend.



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. In 2009 the City issued bonds for construction of the new riverfront park with the bonds being supported by the downtown TIF.



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

**TREND ANALYSIS/CONCLUSION:** Overlapping debt is important because it measures the ability of the entire community’s tax base to repay the debt obligations issued by all of its governmental and quasi-governmental jurisdictions. The overlapping debt chart shows a positive trend for the city until the addition of the Rock Island/Milan School District #41 debt in 1998/99. City debt was added in 2001, 2002, 2003, 2004, 2005, 2007 and 2008. New debt was also added in fiscal 2010 reference construction of the new riverfront park..

## **Financial Policies**

---

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

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

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

### **Cash flow borrowing**

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

### **General fund cash balance**

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

### **Excess general fund balance**

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

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

### **Fund balance – Library fund**

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

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

### **Fund balance - Health Insurance fund**

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

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

### **Fund balance - Self Insurance fund**

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

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

### **Fund balance – Enterprise funds**

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

### **Fund balance – Park fund**

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

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

### **Revenues**

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

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

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

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

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

### **Use of revenue from riverboat gambling**

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

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

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

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

### **Accounting, auditing, and financial reporting**

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

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

### **Reserves**

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

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

## **Five year projection**

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

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

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

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

## **Capital debt and management**

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

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

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

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

The City will use self-supporting debt whenever possible.

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

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

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

## **Definition of capital assets**

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

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

capitalized value of the assets constructed. Property, plant and equipment of the City of Rock Island, as well as the component units, is depreciated using the straight-line method over the following estimated useful lives:

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



ROCK ISLAND  
ILLINOIS

## **Investment Policy**

---

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

Any monies received for the Police Pension Fund, the Fire Pension Fund, the 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 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 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 Library Board, Police Pension Board, Fire Pension Board or the Park Board, and the City Manager authorization can be replaced by the Library Director and the Parks and Recreation Director for their respective operations.

For the purpose of determining which purchase category to utilize, a cost is assumed to be the invoice cost. For example, the purchase of ten (10) items with a unit cost of \$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, utility refunds, sales tax rebates, CDBG funded housing programs and

others.

**Alternate Procedure:**

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

**Approval Process:**

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

**Exception #10: Debt Service**

**Alternate Procedure:**

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

**Approval Process:**

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

**Exception #11: Landfill and Composting Facility Tipping Fees**

**Description:**

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

**Alternate Procedure:**

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

**Approval Process:**

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

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

**Description:**

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

**Alternate Procedure:**

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

**Approval Process:**

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

routine accounts payable reports.

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

**Description:**

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

**Alternate Procedure:**

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

**Approval Process:**

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

**Exception #14: Temporary Employment Service Payments**

**Description:**

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

**Alternate Procedure:**

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

**Approval Process:**

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

**Exception #15: Bulk Fuel Purchases**

**Description:**

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

**Alternate Procedure:**

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

**Approval Process:**

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

□

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

**Description:**

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

**Alternate Procedure:**

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

**Approval Process:**

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

□

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

**Description:**

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

**Alternate Procedure:**

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

**Approval Process:**

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

□

**Exception #18: Payments Required by State and Federal Law**

**Description:**

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

**Alternate Procedure:**

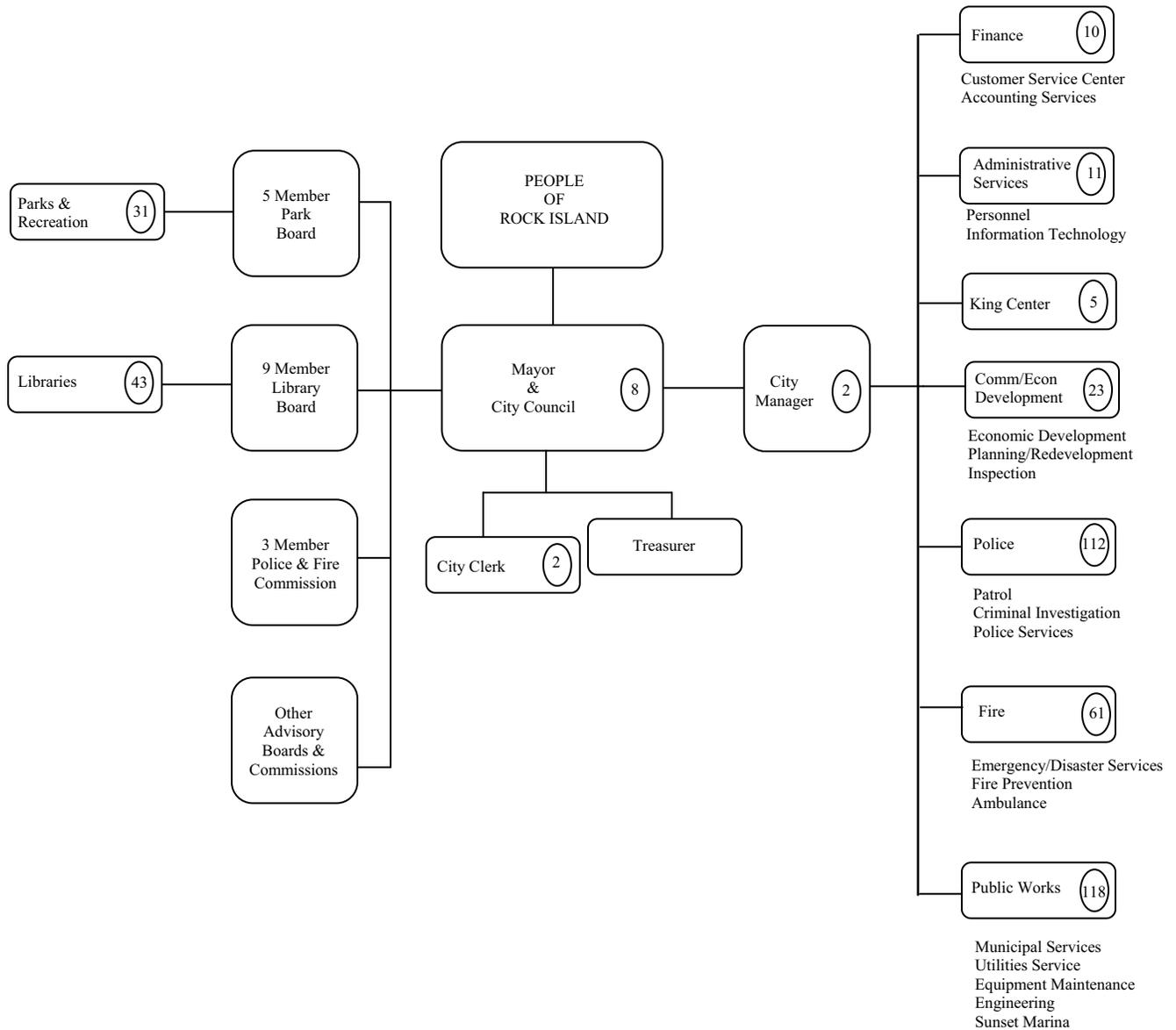
The payments are made pursuant to the applicable laws.

**Approval Process:**

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



ROCK ISLAND  
ILLINOIS



# CITY COUNCIL GOALS AND PRIORITIES

## **Rock Island VISION 2025**

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

## **Rock Island Goals 2015**

1. Quality services, financially sound city
2. Growing economy
3. Great neighborhoods
4. More new housing opportunities
5. Well maintained and upgraded older homes
6. More and better retail
7. Improve riverfronts and downtown

## **Policy Agenda**

### **Targets for Action 2010-2011**

#### **Top Priority**

- Examine and evaluate alternative revenue sources
- Promote casino area development
- Support the Safer Communities Task Force
- Encourage Campustown development
- Establish Rock Island housing vision and plan and solidify working relationships

#### **High Priority**

- Determine direction for operation of Sunset Marina
- Update and fund the Capital Improvement Plan
- Promote development on the Andalusia Road corridor and south along the Rock Island Parkway
- Support Columbia Park development
- Encourage retail development on the Blackhawk Road corridor

## **Management Agenda**

### **Targets for Action 2010-2011**

#### **Top Priority**

- Negotiations and compensation policy direction
- Customer service evaluation and training
- Complete Mill Creek study and determine direction
- Review and support Rental Housing Inspection Program
- Provide District safety report on status of actions

### **High Priority**

- Identify and prioritize City services
- Support Columbia Park development projects
- Seek funding support of the IL-92 corridor
- Attract downtown first floor retail development
- Identify responsibility and service levels for downtown litter control



# ROCK ISLAND ILLINOIS



## Mayor / City Council

### Program Description:

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

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

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

The goals established by the City Council reflect a continued commitment to representing residents in a manner that will insure that quality services are provided efficiently, and the long-term quality of urban living is maintained and enhanced in Rock Island. These goals are more specifically defined by the long-term goals and short-term targets adopted by the Mayor and City Council in September, 2009. The individual departments are responsible for implementation of these priorities. The 2010 - 2011 budget indicates a 37% decrease in supplies which reflects the transfer of monies originally budgeted for supplies that were consolidated with the General Administration supplies budget, creating a surplus. A 10% reduction in services was achieved by eliminating the Mayor's rental car allowance and pension coupled with the fact that insurance costs were decreased across the board. These and other minor cuts off set the small increases we experienced in such areas as legal services, publications, etc.

| <b>Staffing:</b>          | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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>          | 95,021                    | 98,161                    | 96,958                    | 98,298                    | 98,298                       | 100,364                     | 2%                 |
| <b>Supplies</b>           | 717                       | 785                       | 470                       | 1,350                     | 1,350                        | 850                         | -37%               |
| <b>Services</b>           | 15,418                    | 35,048                    | 26,534                    | 41,948                    | 41,948                       | 37,582                      | -10%               |
| <b>Other</b>              | 27,244                    | 13,794                    | 12,150                    | 17,141                    | 17,141                       | 16,270                      | -5%                |
| <b>Programs</b>           | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>            | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt Service</b>       | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>          | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>        | -                         | -                         | -                         | -                         | -                            | -                           | %                  |
| <b>Total Department</b>   | <b>138,400</b>            | <b>147,788</b>            | <b>136,112</b>            | <b>158,737</b>            | <b>158,737</b>               | <b>155,066</b>              | <b>-2%</b>         |
| <b>Expense by Fund:</b>   |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>       | 138,400                   | 147,788                   | 136,112                   | 158,737                   | 158,737                      | 155,066                     | -2%                |
| <b>Total Expense</b>      | <b>138,400</b>            | <b>147,788</b>            | <b>136,112</b>            | <b>158,737</b>            | <b>158,737</b>               | <b>155,066</b>              | <b>-2%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                       |                           |                           |                              |                             |
| 1. License/Permit appl distributed   | 400                       | 375                       | 378                          | 385                         |
| 2. Council meetings scheduled        | 35                        | 36                        | 34                           | 36                          |
| 3. Ordinances presented              | 97                        | 99                        | 100                          | 100                         |
| 4. Freedom of Information requests   | 806                       | 737                       | 775                          | 800                         |
| 5. Contracts executed                | 96                        | 104                       | 100                          | 100                         |
| <b>Workload:</b>                     |                           |                           |                              |                             |
| 1. License/Permit appl issued        | 400                       | 360                       | 350                          | 370                         |
| 2. Council meetings attended         | 34                        | 35                        | 33                           | 35                          |
| 3. Ordinances published              | 97                        | 99                        | 100                          | 100                         |
| 4. Freedom of Information responses  | 806                       | 737                       | 775                          | 800                         |
| 5. Contracts filed/listed            | 96                        | 104                       | 100                          | 100                         |
| <b>Productivity:</b>                 |                           |                           |                              |                             |
| 1. Cost per License/Permit issued    | 21                        | 25                        | \$25.28                      | \$22.59                     |
| 2. Cost per Agenda/Minutes completed | 605                       | 618                       | \$660.25                     | \$564.78                    |
| 3. Cost per ordinance                | 36                        | 38                        | \$36.86                      | \$34.83                     |
| 4. Cost per FOI request              | 9                         | 10                        | \$9.51                       | \$8.71                      |
| 5. Cost per contract                 | 22                        | 22                        | \$22.12                      | \$20.90                     |
| <b>Effectiveness:</b>                |                           |                           |                              |                             |
| 1. License/Permit revenue            | \$46,884.00               | \$48,619.00               | \$46,550.00                  | \$55,195.00                 |
| 2. Agendas/Minutes                   | 70                        | 73                        | 67                           | 74                          |
| 3. % of Ordinances published         | 100%                      | 100%                      | 100%                         | 100%                        |
| 4. Avg days for FOI responses        | 6                         | 4                         | 4                            | 4                           |
| 5. % of Contracts filed              | 100%                      | 100%                      | 100%                         | 100%                        |

**Analysis:**

The reduction in staffing from 1.5 full time equivalents (fte) to 1.4 is due to a reduction in work hours for the clerical assistant. The 18% increase in Office Supplies is due to the purchase of plaques for Citizen of the Year Awards.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                      | 0.50                      | 0.50                         | 0.40                        | 0.00               |
|                                 |                           |                           |                           |                           |                              |                             |                    |
| <b>(2) Total Staffing (fte)</b> | <b>1.00</b>               | <b>1.00</b>               | <b>1.00</b>               | <b>1.50</b>               | <b>1.50</b>                  | <b>1.40</b>                 | <b>(0.10)</b>      |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 37,583                    | 44,768                    | 62,252                    | 63,279                    | 63,279                       | 59,211                      | -6%                |
| <b>Supplies</b>                 | 1,052                     | 245                       | 349                       | 725                       | 725                          | 855                         | 18%                |
| <b>Services</b>                 | 18,509                    | 22,318                    | 7,861                     | 6,314                     | 6,314                        | 6,080                       | -4%                |
| <b>Other</b>                    | 3,597                     | 3,207                     | 4,686                     | 3,410                     | 3,410                        | 3,510                       | 3%                 |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt Service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>60,741</b>             | <b>70,538</b>             | <b>75,148</b>             | <b>73,728</b>             | <b>73,728</b>                | <b>69,656</b>               | <b>-6%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>General Fund</b>             | 60,741                    | 70,538                    | 75,148                    | 73,728                    | 73,728                       | 69,656                      | -6%                |
| <b>Total Expense</b>            | <b>60,741</b>             | <b>70,538</b>             | <b>75,148</b>             | <b>73,728</b>             | <b>73,728</b>                | <b>69,656</b>               | <b>-6%</b>         |



# ROCK ISLAND

## ILLINOIS



# GENERAL ADMINISTRATION

## Goals & Objectives

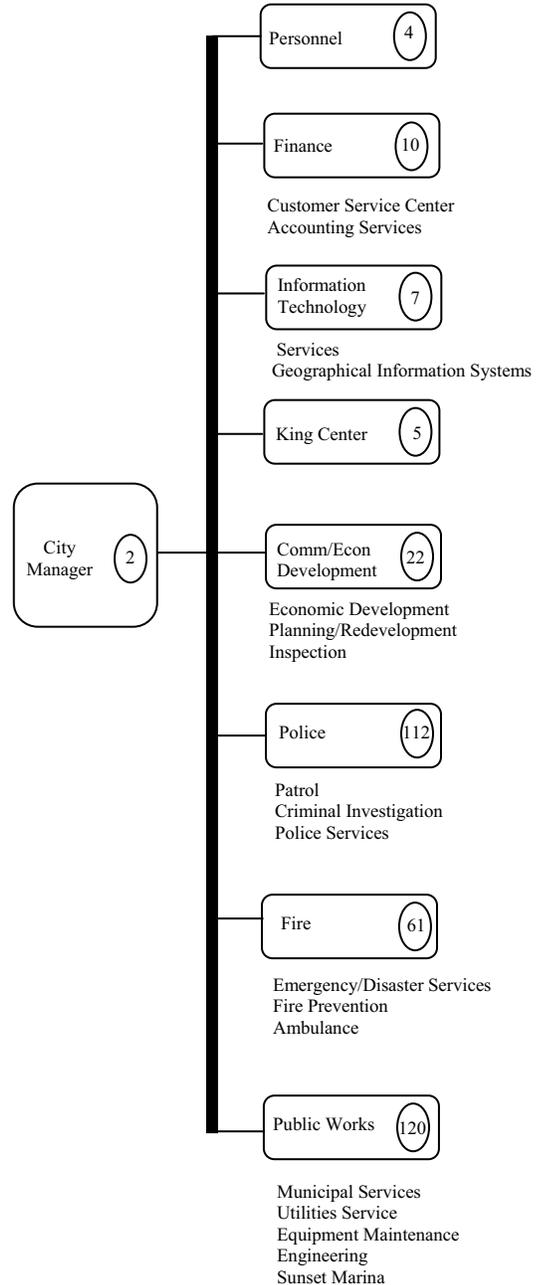
Maintain the high level of services provided to the community through a courteous, dedicated, and professional workforce.

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

Implement the goals established by the City Council.

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

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



## General Administration

### Program Description:

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

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

### Program Objectives:

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

| Service Indicators:                | Actual<br>2007/08 | Actual<br>2008/09 | Estimated<br>2009/10 | Proposed<br>2010/11 |
|------------------------------------|-------------------|-------------------|----------------------|---------------------|
| <b>Demand:</b>                     |                   |                   |                      |                     |
| 1. Population                      | 39,684            | 39,684            | 39,684               | 39,684              |
| 2. Expenditures                    | \$ 65,377,464     | \$ 81,027,301     | \$98,293,799         | \$ 106,192,496      |
| 3. Revenues                        | \$ 65,211,444     | \$ 70,736,573     | \$ 74,809,517        | \$ 89,518,469       |
| 4. City Employees (FTE)            | 466               | 469               | 467                  | 460                 |
| <b>Workload:</b>                   |                   |                   |                      |                     |
| 1. Departments managed             | 8                 | 7                 | 7                    | 7                   |
| 2. Capital costs                   | \$ 3,438,464      | \$ 2,826,072      | \$ 26,821,395        | \$ 27,694,315       |
| 3. Personnel costs                 | \$ 36,514,120     | \$ 38,938,544     | \$ 40,064,284        | \$ 40,525,904       |
| <b>Productivity:</b>               |                   |                   |                      |                     |
| 1. Capital improvements per capita | \$ 86.65          | \$ 71.21          | \$ 675.87            | \$ 697.87           |
| 2. Personnel cost per capita       | \$ 920.12         | \$ 981.22         | \$ 1,009.58          | \$ 1,021.22         |
| 3. Property tax rate               | \$ 2.44           | \$ 2.35           | \$ 2.36              | \$ 2.36             |
| 4. Property tax levy               | \$ 10,299,869     | \$ 10,701,964     | \$ 11,014,312        | \$ 11,177,394       |
| <b>Effectiveness:</b>              |                   |                   |                      |                     |
| 1. % change in EAV                 | 4.7%              | 3.8%              | 2.3%                 | 3.0%                |
| 2. % change in sales tax revenue   | 5.2%              | 3.1%              | 0.0%                 | 17.2%               |
| 3. % change in property tax rate   | -5.1%             | -3.7%             | 0.4%                 | 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 2010-2011 budget reflects a 16% decrease in supplies achieved by combining with the amounts previously budgeted under the Mayor's budget with the City Manager's.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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               |
| (2) <b>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>                | 191,699                   | 228,945                   | 268,755                   | 250,513                   | 250,513                      | 231,310                     | -8%                |
| <b>Supplies</b>                 | 179                       | 851                       | 802                       | 765                       | 765                          | 640                         | -16%               |
| <b>Services</b>                 | 131,884                   | 115,151                   | 113,266                   | 115,668                   | 115,668                      | 115,262                     | 0%                 |
| <b>Other</b>                    | 8,228                     | 8,011                     | 6,414                     | 4,105                     | 4,105                        | 4,085                       | 0%                 |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt Service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | 120,000                   | 110,004                   | 110,004                   | 110,000                   | 110,000                      | 110,000                     | 0%                 |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Department</b>         | <b>451,990</b>            | <b>462,962</b>            | <b>499,241</b>            | <b>481,051</b>            | <b>481,051</b>               | <b>461,297</b>              | <b>-4%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>General Fund</b>             | 331,990                   | 352,958                   | 388,832                   | 352,491                   | 352,491                      | 334,642                     | -5%                |
| <b>TIF Downtown</b>             | -                         | -                         | 81                        | 3,712                     | 3,712                        | 3,331                       | -10%               |
| <b>TIF Columbia Park</b>        | -                         | -                         | 81                        | 3,712                     | 3,712                        | 3,331                       | -10%               |
| <b>TIF S. 11th St.</b>          | -                         | -                         | 81                        | 3,712                     | 3,712                        | 3,331                       | -10%               |
| <b>TIF N. 11th St.</b>          | -                         | -                         | 81                        | 3,712                     | 3,712                        | 3,331                       | -10%               |
| <b>TIF Jumer's</b>              | -                         | -                         | 81                        | 3,712                     | 3,712                        | 3,331                       | -10%               |
| <b>Riverboat Gaming</b>         | 120,000                   | 110,004                   | 110,004                   | -                         | -                            | 110,000                     | NEW                |
| <b>Capital Improvemnt</b>       | -                         | -                         | -                         | 110,000                   | 110,000                      | -                           | -100%              |
| <b>Total Expense</b>            | <b>451,990</b>            | <b>462,962</b>            | <b>499,241</b>            | <b>481,051</b>            | <b>481,051</b>               | <b>461,297</b>              | <b>-4%</b>         |



# ROCK ISLAND

## ILLINOIS



# ADMINISTRATIVE SERVICES 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. Conduct an RFP for the medical network and TPA services. Continued analysis of the on-site nurse program.

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

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

Conduct a RFP for the temporary employee service contract.

Maintain premium rates and coverage for the commercial insurance renewal.

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.

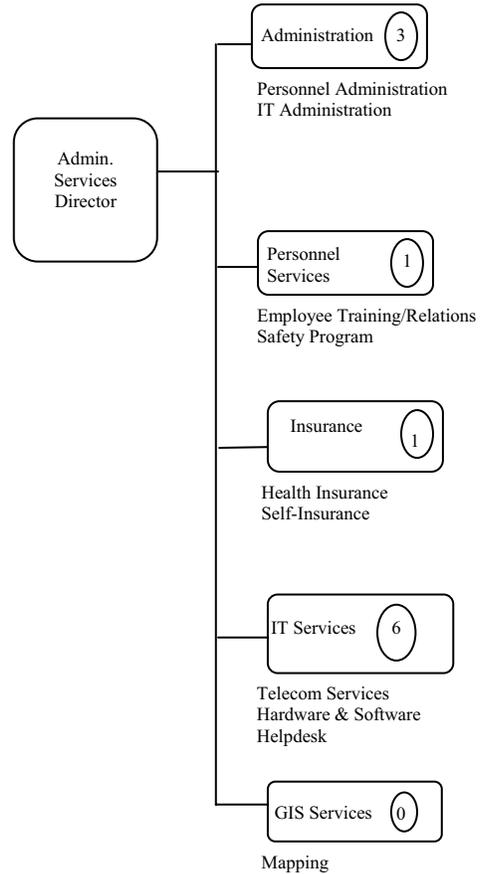
Work with City Departments to improve business operations by thoroughly understanding business needs and by planning, implementing and managing the best information technology solutions available.

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.



## **Analysis:**

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

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

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

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

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

The Insurance area provides funding of the city's self-insured health benefit plan and self-insured liability programs. Staff serves on and works with the Health Care Planning Committee to ensure that the health benefit plan remains fiscally sound and that the benefits provided under the plan are sufficient to meet the needs of participants. Last fiscal year, the health fund met it's goal of having appropriate fund balance (by policy, fund balance should be between 25% and 50% of operating costs). Efforts continue towards maintaining the financial health of the fund and controlling rising health care costs remains a high management priority. The department is recommending continuation of the on-site nurse program and will continue to assess this program to see if it continues to be cost neutral to the health and self-insurance plans which split the program costs (60/40). The wellness subcommittee has 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 health fair scheduled in February 2010. Staff reviews the liability fund to insure that the city has sufficient resources to protect itself against general liability, personal injury and property damage claims. Additional money is budgeted to increase the level of fund balance. The Personnel Division works with other city departments to reduce workers' compensation cases. Additionally, the Risk Manager is responsible for investigating damage claims, facility inspections to remove potential hazards and subrogation of claims by negligent third parties. The division also administers the unemployment insurance program. In 2010, the Insurance area will enter the 15th year of the consolidated self-insurance program including all city agencies.

For the fiscal year 2010/2011, some of the specific projects that will be a priority include:

- 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 (phone system)
- Continue Enterprise Software Implementation (Financial, Human Resource, Utility Billing & E-care)
- Automated Vehicle Locator System
- COA, FOP, AFSCME A & B, IAFF and UAW union negotiations
- Conduct a RFP for medical network and TPA services

Overall, department expenditures have remained flat. The major changes are as follows:

Supplies – This category reflects a 40% reduction or \$122,404 which is primarily related to a reduction in computer related equipment and paper.

Services – This category reflects a 2% increase or \$107,518 which is primarily related to increases for consulting services software changes and higher projected premiums for Medicare Supplement participants and health insurance claims.

Other – This category reflects a 8% reduction or \$7,026 and is primarily related to lower contribution and sponsorship charges and reference materials used for candidate testing.

Capital – This category reflects a 16% reduction or \$89,678 which is related to reducing some project costs. However, the portion of the budget includes: the VOIP phone project, physical security for the IT and Finance areas, E-bill software for utility billing.

Debt Service – This category reflects a 2% increase or \$2,200 and relates to principal and interest for the software purchase of 2009.

Transfer – This category reflects a 18% increase or \$49,695 and is related to the inflow of gaming funds into capital for such projects as computer equipment replacement, VOIP phone project, IT and Finance physical security and the E-billing utility software. This also includes a transfer for debt service of the new software purchase.

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

| <b>Staffing:</b>                 | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) AS Director                  | 0.00                      | 0.00                      | 0.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| ITS Director                     | 1.00                      | 1.00                      | 1.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| Personnel Director               | 1.00                      | 1.00                      | 1.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (1) Assistant ITS Director       | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Risk Manager                 | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Benefits Coordinator         | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Office Asst. III             | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| Management Intern                | 0.00                      | 0.00                      | 1.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (1) Network Administrator        | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (2) Info. Specialist I           | 2.00                      | 2.00                      | 2.00                      | 2.00                      | 2.00                         | 2.00                        | 0.00               |
| (2) Info. Specialist II          | 2.00                      | 2.00                      | 2.00                      | 2.00                      | 2.00                         | 2.00                        | 0.00               |
| (1) Info. Specialist Asst.       | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
|                                  |                           |                           |                           |                           |                              |                             |                    |
| <b>(11) Total Staffing (fte)</b> | <b>12.00</b>              | <b>12.00</b>              | <b>13.00</b>              | <b>11.00</b>              | <b>11.00</b>                 | <b>11.00</b>                | <b>0.00</b>        |
| <b>Expense:</b>                  |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| Personnel                        | 878,377                   | 914,865                   | 978,747                   | 914,075                   | 914,075                      | 912,628                     | 0%                 |
| Supplies                         | 305,381                   | 250,469                   | 203,847                   | 307,349                   | 307,349                      | 184,945                     | -40%               |
| Services                         | 5,197,924                 | 5,007,980                 | 5,339,655                 | 5,984,082                 | 5,937,774                    | 6,091,600                   | 2%                 |
| Other                            | 66,441                    | 51,460                    | 206,074                   | 85,490                    | 85,490                       | 78,464                      | -8%                |
| Programs                         | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| Capital                          | 386,074                   | 64,544                    | 310,303                   | 552,103                   | 195,095                      | 462,425                     | -16%               |
| Debt Service                     | -                         | -                         | 11,684                    | 95,400                    | 95,400                       | 97,600                      | 2%                 |
| Transfers                        | 259,836                   | 230,376                   | 213,684                   | 384,062                   | 384,062                      | 453,757                     | 18%                |
| Contingency                      | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Department</b>          | <b>7,094,033</b>          | <b>6,519,694</b>          | <b>7,263,994</b>          | <b>8,322,561</b>          | <b>7,919,245</b>             | <b>8,281,419</b>            | <b>0%</b>          |
| <b>Expense by Fund:</b>          |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| General Fund                     | 1,625,517                 | 1,687,384                 | 1,763,380                 | 1,921,535                 | 1,875,227                    | 1,684,784                   | -12%               |
| TIF District #1                  | 122,793                   | -                         | -                         | -                         | -                            | -                           | ---                |
| Riverboat Gaming                 | 249,996                   | 21,996                    | 60,000                    | 95,237                    | 95,237                       | 449,875                     | 372%               |
| Cap. Improvement                 | 464,981                   | 219,104                   | 420,777                   | 837,103                   | 480,095                      | 462,425                     | -45%               |
| Debt Service                     | 94                        | -                         | 8,515                     | 95,400                    | 95,400                       | 97,600                      | 2%                 |
| Self Insurance                   | 594,846                   | 768,553                   | 1,173,611                 | 972,424                   | 972,424                      | 964,081                     | -1%                |
| Employee Health                  | 3,580,132                 | 3,822,657                 | 3,670,727                 | 4,400,862                 | 4,400,862                    | 4,622,654                   | 5%                 |
| GASB 34                          | 455,674                   | -                         | 166,984                   | -                         | -                            | -                           | ---                |
| <b>Total Expense</b>             | <b>7,094,033</b>          | <b>6,519,694</b>          | <b>7,263,994</b>          | <b>8,322,561</b>          | <b>7,919,245</b>             | <b>8,281,419</b>            | <b>0%</b>          |



ROCK ISLAND  
ILLINOIS

# Administrative Services Administration

## Program Description:

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

## Program Objectives:

- Negotiate contracts with COA, FOP, AFSCME A, AFSCME B, IAFF and UAW
- Assist with cable franchise negotiations.
- Continue focus on fiscal management and technology needs of the organization
- Improve and expand year-round training program for supervisors and employees.

| Service Indicators:                    | Actual<br>2007/08 | Actual<br>2008/09 | Estimated<br>2009/10 | Proposed<br>2010/11 |
|--|-------------------|-------------------|----------------------|---------------------|
| <b>Demand:</b>                         |                   |                   |                      |                     |
| 1. Authorized employees                | 645               | 653               | 654                  | 645                 |
| 2. Authorized city employees (fte)     | 466               | 471               | 467                  | 461                 |
| 3. Cafeteria plan participants         | 69                | 73                | 71                   | 60                  |
| 4. Health insurance participants       | 306               | 351               | 332                  | 329                 |
| 5. Asset liability                     | \$114,108,816     | \$127,744,381     | \$134,000,000        | \$150,000,000       |
| 6. Authorized personnel                | 8                 | 8                 | 7                    | 7                   |
| 7. Total ITS budget                    | \$1,405,311       | \$1,705,342       | \$2,426,355          | \$2,244,654         |
| 8. Total City Budget                   | \$82,876,118      | \$95,000,863      | \$116,915,464        | \$127,915,464       |
| <b>Workload:</b>                       |                   |                   |                      |                     |
| 1. Jobs posted/applications received   | 33/1484           | 30/2148           | 22/860               | 28/1497             |
| 2. Cafeteria plan reimbursement        | \$78,849          | \$88,594          | \$85,775             | \$72,325            |
| 3. Health insurance enroll changes     | 200               | 200               | 225                  | 208                 |
| 4. Liability claims filed              | 58                | 98                | 75                   | 80                  |
| 5. % time on personnel administration  | 5%                | 5%                | 2%                   | 2%                  |
| 6. % time on fiscal management         | 10%               | 10%               | 5%                   | 5%                  |
| 7. % time on liaison and coordination  | 85%               | 85%               | 93%                  | 93%                 |
| <b>Productivity:</b>                   |                   |                   |                      |                     |
| 1. Cost per vacancy filled             | \$1,035.00        | \$1,649.00        | \$683.00             | \$1,122.00          |
| 2. Cost per month med. reimburse.      | \$17.11           | \$19.22           | \$19.06              | \$16.07             |
| 3. Cost per health ins. member/mon.    | \$302.00          | \$294.25          | \$331.47             | \$328.59            |
| 4. Cost per paid liability claim       | \$2,009.25        | \$3,297.16        | \$2,500.00           | \$3,000.00          |
| 5. Cost of personnel administration    | \$12,252          | \$12,767          | \$3,538              | \$3,377             |
| 6. Cost of fiscal management           | \$24,504          | \$25,533          | \$8,845              | \$8,442             |
| 7. Cost of liaison and coordination    | \$208,287         | \$217,032         | \$164,509            | \$157,022           |
| <b>Effectiveness:</b>                  |                   |                   |                      |                     |
| 1. % vacancies filled within 60 days   | 42.0%             | 43.0%             | 55.0%                | 47.0%               |
| 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. Debt Cost per capita                | \$9.20            | \$9.90            | \$8.84               | \$7.66              |
| 5. Cost of operation per capita        | \$35.41           | \$42.97           | \$61.14              | \$56.56             |
| 6. Cost of Admin as a % of ITS         | 8.0%              | 6.0%              | 3.0%                 | 5.8%                |
| 7. Cost of ITS as a % of total city    | 1.7%              | 1.8%              | 2.1%                 | 1.8%                |
| 8. Staff to User Account Ratio         | 59/1              | 60/1              | 69/1                 | 73/1                |

## Analysis:

Overall the fund will decrease 10% next fiscal year. Personnel decreased 3% primarily due to decreases in scheduled overtime costs and professional development. Supplies decreased 15% because of less planned paper usage. Services decreased 18% due to a decrease in medical, legal and telephone services. Other decreased 50% primarily because of reference materials used in testing applicants.

| <b>Staffing:</b>                 | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) AS Director                  |                           |                           |                           | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| ITS Director                     | 1.00                      | 1.00                      | 1.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| Personnel Director               | 1.00                      | 1.00                      | 1.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (1) Assistant ITS Director       | 0.50                      | 0.55                      | 0.55                      | 0.40                      | 0.40                         | 0.40                        | 0.00               |
| (1) 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               |
| (1) Office Asst. III             | 0.45                      | 0.45                      | 0.45                      | 0.45                      | 0.45                         | 0.45                        | 0.00               |
| Mangmnt Intern                   | 0.00                      | 0.00                      | 1.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (1) Network Administrator        | 0.20                      | 0.20                      | 0.20                      | 0.20                      | 0.20                         | 0.20                        | 0.00               |
| (2) Info. Specialist I           | 0.20                      | 0.20                      | 0.20                      | 0.20                      | 0.20                         | 0.20                        | 0.00               |
| (2) Info. Specialist II          | 0.30                      | 0.30                      | 0.30                      | 0.30                      | 0.30                         | 0.30                        | 0.00               |
| (1) Info. Specialist Asst.       | 0.10                      | 0.10                      | 0.10                      | 0.30                      | 0.30                         | 0.30                        | 0.00               |
| <b>(11) Total Staffing (fte)</b> | <b>4.50</b>               | <b>4.55</b>               | <b>5.55</b>               | <b>3.60</b>               | <b>3.60</b>                  | <b>3.60</b>                 | <b>0.00</b>        |
| <b>Expense:</b>                  |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                 | 350,521                   | 367,418                   | 423,813                   | 274,957                   | 274,957                      | 266,780                     | -3%                |
| <b>Supplies</b>                  | 10,626                    | 18,859                    | 10,127                    | 14,750                    | 14,750                       | 12,600                      | -15%               |
| <b>Services</b>                  | 234,439                   | 219,163                   | 239,177                   | 231,309                   | 231,309                      | 190,583                     | -18%               |
| <b>Other</b>                     | 2,962                     | 4,870                     | 142,165                   | 5,640                     | 5,640                        | 2,814                       | -50%               |
| <b>Programs</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                   | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>               | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>         | <b>598,548</b>            | <b>610,310</b>            | <b>815,282</b>            | <b>526,656</b>            | <b>526,656</b>               | <b>472,777</b>              | <b>-10%</b>        |
| <b>Expense by Fund:</b>          |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>              | 598,548                   | 610,310                   | 648,298                   | 526,656                   | 526,656                      | 472,777                     | -10%               |
| <b>GASB 34</b>                   | -                         | -                         | 166,984                   | -                         | -                            | -                           | ---                |
| <b>Total Expense</b>             | <b>598,548</b>            | <b>610,310</b>            | <b>815,282</b>            | <b>526,656</b>            | <b>526,656</b>               | <b>472,777</b>              | <b>-10%</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.

| <b>Service Indicators:</b>        | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|-----------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                    |                           |                           |                              |                             |
| 1. Employee Bargaining Units      | 6                         | 6                         | 6                            | 6                           |
| 2. Grievances Filed               | 13                        | 17                        | 13                           | 14                          |
| 3. Training Programs              | -                         | 6                         | 10                           | 12                          |
| 4. Manager Review/Safety Rev. Sch | 12                        | 12                        | 24                           | 24                          |
| <b>Workload:</b>                  |                           |                           |                              |                             |
| 1. Contracts Negotiated           | -                         | 2                         | 6                            | 6                           |
| 2. Grievances Processed           | 13                        | 17                        | 13                           | 14                          |
| 3. Training Sessions Conducted    | 65                        | 48                        | 65                           | 75                          |
| 4. Mgr. Rev/Safety Rev Held       | 12                        | 16                        | 24                           | 24                          |
| 5. Newsletters Published          | 4                         | 4                         | 4                            | 4                           |
| <b>Productivity:</b>              |                           |                           |                              |                             |
| 1. Avg. Labor Relations Cost/empl | \$73.55                   | \$64.50                   | \$107.07                     | \$86.77                     |
| 2. Avg. Training Cost/Employee    | \$21.65                   | \$21.76                   | \$21.00                      | \$22.00                     |
| 3. Avg. Safety Cost/Employee      | \$39.06                   | \$43.56                   | \$48.67                      | \$48.58                     |
| 4. Cost of Newsletter/Employee    | \$4.11                    | \$4.21                    | \$4.38                       | \$4.38                      |
| <b>Effectiveness:</b>             |                           |                           |                              |                             |
| 1. % Contracts Neg. w/out arb.    | 100.0%                    | 100.0%                    | 100.0%                       | 100.0%                      |
| 2. % Grievances Res w/out arb.    | 77.0%                     | 41.0%                     | 85.0%                        | 75.0%                       |
| 3. % Training Completed           | 95.0%                     | 80.0%                     | 90.0%                        | 90.0%                       |
| 4. % Preventable Accidents        | 38.0%                     | 44.0%                     | 60.0%                        | 50.0%                       |
| 5. % Newsletter Published/Distr.  | 100.0%                    | 100.0%                    | 100.0%                       | 100.0%                      |

**Analysis:**

Overall, personnel services decreased 1%. Personnel decreased 1%. The decrease is attributed to the reductions of health insurance and overtime costs . Services decreased 43% due to lower charges for telephone service and promotional publications.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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>                | 20,467                    | 17,988                    | 20,296                    | 22,389                    | 22,389                       | 22,202                      | -1%                |
| <b>Supplies</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Services</b>                 | 201                       | 214                       | 221                       | 343                       | 343                          | 194                         | -43%               |
| <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>20,668</b>             | <b>18,202</b>             | <b>20,517</b>             | <b>22,732</b>             | <b>22,732</b>                | <b>22,396</b>               | <b>-1%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>General Fund</b>             | 20,668                    | 18,202                    | 20,517                    | 22,732                    | 22,732                       | 22,396                      | -1%                |
| <b>Total Expense</b>            | <b>20,668</b>             | <b>18,202</b>             | <b>20,517</b>             | <b>22,732</b>             | <b>22,732</b>                | <b>22,396</b>               | <b>-1%</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.

| <b>Service Indicators:</b>         | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                     |                           |                           |                              |                             |
| 1. Users supported                 | 475                       | 483                       | 485                          | 510                         |
| 2. Support requests                | 3,260                     | 3,594                     | 4,073                        | 4,100                       |
| 3. Sites supported                 | 53                        | 53                        | 53                           | 54                          |
| 4. Applications on system          | 140                       | 140                       | 150                          | 155                         |
| 5. Hardware items                  | 880                       | 900                       | 930                          | 1,000                       |
| <b>Workload:</b>                   |                           |                           |                              |                             |
| 1. One on one workstation visits   | 302                       | 310                       | 400                          | 350                         |
| 2. Support requests completed      | 3,225                     | 3,574                     | 3,891                        | 4,000                       |
| 3. Sites maintained                | 53                        | 53                        | 53                           | 54                          |
| 4. Applications maintained         | 140                       | 140                       | 150                          | 155                         |
| 5. Hardware items maintained       | 880                       | 900                       | 930                          | 1,000                       |
| <b>Productivity:</b>               |                           |                           |                              |                             |
| 1. Avg cost per user               | \$ 688.44                 | \$ 577.64                 | \$ 713.82                    | \$ 775.24                   |
| 2. Avg cost per support request    | \$ 102.03                 | \$ 78.06                  | \$ 88.98                     | \$ 98.84                    |
| 3. Avg cost per sites              | \$ 6,169.96               | \$ 5,264.16               | \$ 6,532.12                  | \$ 7,321.67                 |
| 4. Avg cost per application        | \$ 2,335.77               | \$ 1,992.86               | \$ 2,308.01                  | \$ 2,550.78                 |
| 5. Avg cost per hardware item      | \$ 371.60                 | \$ 310.00                 | \$ 372.26                    | \$ 395.37                   |
| <b>Effectiveness:</b>              |                           |                           |                              |                             |
| 1. Cost of IT Services as % of IT  | 80.82%                    | 79.92%                    | 75.34%                       | 88.07%                      |
| 2. % workstation visits completed  | 100.00%                   | 100.00%                   | 100.00%                      | 100.00%                     |
| 3. Avg response/support request    | 10                        | 10                        | 10                           | 10                          |
| 4. % of support requests completed | 98.93%                    | 99.44%                    | 95.53%                       | 97.56%                      |
| 5. Support requests not completed  | 85                        | 120                       | 170                          | 180                         |
| 6. Satisfaction Survey results     | 4.28                      | 3.99                      | 4.10                         | 4.00                        |

**Analysis:**

The Information Technology Services division will work with the Administrative Services Director and the Customer Board of Users to set the strategic direction of all City of Rock Island Technology Initiatives. Overall costs are up by 8% or \$157,476. Personnel costs decreased by 1% or \$4,623. The Supplies category reflects a decrease of 38% or \$103,854 due to reduced computer equipment purchases. The Services category has decreased by 9% or \$26,809 due to communications cost decreases. The Other category cost has decreased by 6% or \$4,350 due to a decrease in costs for the Police Consortium cooperative efforts. The Capital category shows a 16% or \$89,678 decrease. This decrease is from the software project that was funded last fiscal year no longer being in the budget. However, there is \$340,000 included to replace the telephone system, improve physical security (IT and Finance) and the E-billing software. The Debt category shows an increase of \$2,200. The Transfers category shows a 18% or \$69,639 increase for software debt service.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                         | 0.40                        | 0.00               |
| (1) Network Administrator       | 0.70                      | 0.70                      | 0.70                      | 0.70                      | 0.70                         | 0.70                        | 0.00               |
| (2) Info Specialist I           | 1.80                      | 1.80                      | 1.80                      | 1.80                      | 1.80                         | 1.80                        | 0.00               |
| (2) Info Specialist II          | 1.70                      | 1.60                      | 1.60                      | 1.60                      | 1.60                         | 1.60                        | 0.00               |
| (1) Info Specialist Asst        | 0.90                      | 0.90                      | 0.90                      | 0.90                      | 0.90                         | 0.90                        | 0.00               |
|                                 |                           |                           |                           |                           |                              |                             |                    |
| <b>(7) Total Staffing (fte)</b> | <b>5.50</b>               | <b>5.40</b>               | <b>5.40</b>               | <b>5.40</b>               | <b>5.40</b>                  | <b>5.40</b>                 | <b>0.00</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 395,570                   | 405,998                   | 414,422                   | 450,998                   | 450,998                      | 446,375                     | -1%                |
| <b>Supplies</b>                 | 267,819                   | 225,345                   | 170,171                   | 273,824                   | 273,824                      | 169,970                     | -38%               |
| <b>Services</b>                 | 276,274                   | 147,512                   | 228,376                   | 309,665                   | 263,357                      | 282,856                     | -9%                |
| <b>Other</b>                    | 59,307                    | 52,882                    | 50,046                    | 72,100                    | 72,100                       | 67,750                      | -6%                |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | 386,074                   | 64,544                    | 310,303                   | 552,103                   | 195,095                      | 462,425                     | -16%               |
| <b>Debt service</b>             | -                         | -                         | 11,684                    | 95,400                    | 95,400                       | 97,600                      | 2%                 |
| <b>Transfers</b>                | 249,996                   | 226,800                   | 210,000                   | 380,237                   | 380,237                      | 449,875                     | 18%                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>1,635,040</b>          | <b>1,123,081</b>          | <b>1,395,002</b>          | <b>2,134,327</b>          | <b>1,731,011</b>             | <b>1,976,851</b>            | <b>8%</b>          |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 797,176                   | 881,981                   | 905,710                   | 1,106,587                 | 1,060,279                    | 966,951                     | -13%               |
| <b>TIF District #1</b>          | 122,793                   | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Gaming</b>                   | 249,996                   | 21,996                    | 60,000                    | 95,237                    | 95,237                       | 449,875                     | 372%               |
| <b>Block Grant</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | 464,981                   | 219,104                   | 420,777                   | 837,103                   | 480,095                      | 462,425                     | -45%               |
| <b>Debt</b>                     | 94                        | -                         | 8,515                     | 95,400                    | 95,400                       | 97,600                      | 2%                 |
| <b>StormWater</b>               | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Expense</b>            | <b>1,635,040</b>          | <b>1,123,081</b>          | <b>1,395,002</b>          | <b>2,134,327</b>          | <b>1,731,011</b>             | <b>1,976,851</b>            | <b>8%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|-------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                      |                           |                           |                              |                             |
| 1. Users supported                  | 35                        | 35                        | 35                           | 77                          |
| 2. GIS Enabled Applications         | 7                         | 7                         | 7                            | 8                           |
| 3. Data Sets/Layers available       | 40                        | 40                        | 40                           | 41                          |
| <b>Workload</b>                     |                           |                           |                              |                             |
| 1. Users supported                  | 35                        | 35                        | 35                           | 77                          |
| 2. GIS Enabled Applications         | 7                         | 7                         | 7                            | 8                           |
| 3. Data Sets/Layers available       | 40                        | 40                        | 40                           | 41                          |
| <b>Productivity:</b>                |                           |                           |                              |                             |
| 1. Avg cost per user                | 350.52                    | 518.65                    | 1,085.58                     | 424.12                      |
| 2. Avg cost per GIS application     | 2,753.05                  | 2,593.23                  | 5,427.89                     | 4,082.18                    |
| 3. Avg cost per data set/layer      | 326.08                    | 467.57                    | 978.66                       | 820.66                      |
| <b>Effectiveness:</b>               |                           |                           |                              |                             |
| 1. Cost of IT GIS as % of total GIS | 28.16%                    | 34.91%                    | 37.73%                       | 39.18%                      |
| 2. Cost of IT GIS as % of IT        | 4.07%                     | 3.23%                     | 4.74%                        | 4.41%                       |

**Analysis:**

The Information Technology Services Geographic Information Systems (GIS) Cost Center expenses have decreased by overall 14% or \$16,175 due to eliminating computer equipment purchases from this cost center. The Services (GIS Software Maintenance costs) are up by 3% or \$2,000 due to routine increases in software maintenance for Cityworks, Govern, Stormwater Utility, and the AutoDesk/AutoCAD. Up 540%, or \$2,700 is the Other category due to implementation of AVL in Public Works.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                      | 0.05                      | 0.05                      | 0.05                      | 0.05                         | 0.05                        | 0.00               |
| Network Administrator           | 0.10                      | 0.10                      | 0.10                      | 0.10                      | 0.10                         | 0.10                        | 0.00               |
| Info Specialist I               | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| Info Specialist II              | 0.10                      | 0.10                      | 0.10                      | 0.10                      | 0.10                         | 0.10                        | 0.00               |
|                                 |                           |                           |                           |                           |                              |                             |                    |
| <b>(0) Total Staffing (fte)</b> | <b>0.20</b>               | <b>0.25</b>               | <b>0.25</b>               | <b>0.25</b>               | <b>0.25</b>                  | <b>0.25</b>                 | <b>0.00</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 15,669                    | 19,049                    | 20,064                    | 27,637                    | 27,637                       | 22,762                      | -18%               |
| <b>Supplies</b>                 | 22,830                    | 4,437                     | 21,244                    | 16,000                    | 16,000                       | -                           | -100%              |
| <b>Services</b>                 | 11,481                    | 13,700                    | 13,700                    | 71,000                    | 71,000                       | 73,000                      | 3%                 |
| <b>Other</b>                    | -                         | -                         | -                         | 500                       | 500                          | 3,200                       | 540%               |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>49,980</b>             | <b>37,186</b>             | <b>55,008</b>             | <b>115,137</b>            | <b>115,137</b>               | <b>98,962</b>               | <b>-14%</b>        |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 49,980                    | 37,186                    | 55,008                    | 115,137                   | 115,137                      | 98,962                      | -14%               |
| <b>Total Expense</b>            | <b>49,980</b>             | <b>37,186</b>             | <b>55,008</b>             | <b>115,137</b>            | <b>115,137</b>               | <b>98,962</b>               | <b>-14%</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.

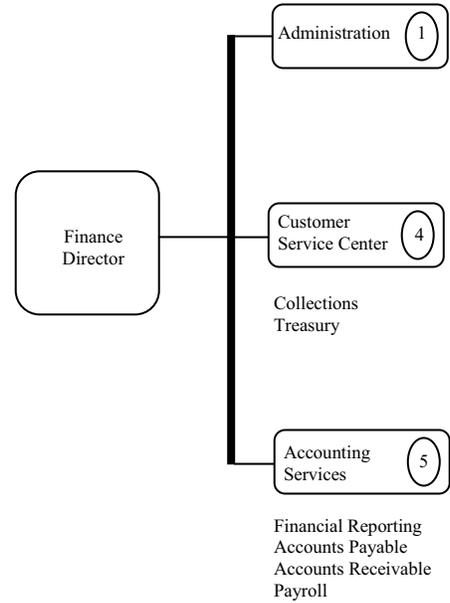
Address auditor's management letter comments and other internal control recommendations.

Continue implementation of the financial software project including analysis of electronic imaging.

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

Continue to monitor centralized billing and collection systems to maximize revenue.

Continue 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. "E-Bill", allowing the emailing of invoices will become available for city customers during fiscal 2011.

The financial software project presented significant workload challenges during fiscal years 2009 and 2010. This work will continue into fiscal 2011. Remaining software enhancements are concentrated on the financial, human resources and land management systems. A new goal is the study and recommendation of city-wide electronic imaging. Preparation of audit work papers and the annual budget will continue to be a focus. Efforts will continue to increase the volume of electronic transmissions of financial information to enhance services and improve efficiency.

Supplies has decreased 39% due to a reduction in office supplies, misc paper, small office equipment, and food in an effort to address the General fund budget deficit. Other has increased 12% due an increase in the number of liens filed and the resulting increase in Rock Island County Expedite Fee expenditures. Transfers has decreased 37% due to a reduction in the transfer to the Martin Luther King Center, which was also done as a means of reducing the General Fund budget deficit.

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<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (1) Budget Coordinator           | 0.00                      | 0.00                      | 0.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| City Auditor                     | 1.00                      | 1.00                      | 1.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (1) Auditor / Project Mgr        | 0.00                      | 0.00                      | 0.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| Accountant                       | 1.00                      | 1.00                      | 1.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (1) Accounting Sup               | 0.00                      | 0.00                      | 0.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (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                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (2) Customer Svc Rep             | 3.00                      | 3.00                      | 3.00                      | 2.00                      | 2.00                         | 2.00                        | 0.00               |
| Intern                           | 0.00                      | 0.00                      | 0.25                      | 0.25                      | 0.25                         | 0.25                        | 0.00               |
|                                  |                           |                           |                           |                           |                              |                             |                    |
| <b>(10) Total Staffing (fte)</b> | <b>10.00</b>              | <b>10.00</b>              | <b>10.25</b>              | <b>10.25</b>              | <b>10.25</b>                 | <b>10.25</b>                | <b>0.00</b>        |
| <b>Expense:</b>                  |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                 | 591,440                   | 617,786                   | 701,921                   | 722,054                   | 722,054                      | 750,637                     | 4%                 |
| <b>Supplies</b>                  | 6,228                     | 4,688                     | 3,873                     | 6,070                     | 6,070                        | 3,725                       | -39%               |
| <b>Services</b>                  | 218,627                   | 265,772                   | 226,161                   | 273,424                   | 265,730                      | 274,297                     | 0%                 |
| <b>Other</b>                     | 45,607                    | 20,558                    | 32,265                    | 32,433                    | 32,433                       | 36,320                      | 12%                |
| <b>Programs</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                   | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                 | 523,168                   | 552,689                   | 2,653,818                 | 71,500                    | 71,500                       | 45,000                      | -37%               |
| <b>Contingency</b>               | 765                       | 101,175                   | 18,928                    | 321,710                   | 321,710                      | 329,140                     | 2%                 |
| <b>Total Department</b>          | <b>1,385,835</b>          | <b>1,562,668</b>          | <b>3,636,966</b>          | <b>1,427,191</b>          | <b>1,419,497</b>             | <b>1,439,119</b>            | <b>1%</b>          |
| <b>Expense by Fund:</b>          |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>              | 1,385,835                 | 1,562,668                 | 2,436,966                 | 1,427,191                 | 1,419,497                    | 1,439,119                   | 1%                 |
| <b>Debt Service</b>              | -                         | -                         | 1,200,000                 |                           |                              |                             | ---                |
| <b>Total Expense</b>             | <b>1,385,835</b>          | <b>1,562,668</b>          | <b>3,636,966</b>          | <b>1,427,191</b>          | <b>1,419,497</b>             | <b>1,439,119</b>            | <b>1%</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<br>2007/08 | Actual<br>2008/09 | Estimated<br>2009/10 | Proposed<br>2010/11 |
|---|-------------------|-------------------|----------------------|---------------------|
| <b>Demand:</b>                          |                   |                   |                      |                     |
| 1. Authorized personnel (fte)           | 10.00             | 10.25             | 10.00                | 10.25               |
| 2. Total Finance operating budget       | 1,562,668         | 3,636,966         | 1,419,497            | 1,439,119           |
| 3. Total City budget                    | 65,377,464        | 81,027,301        | 98,293,799           | 106,192,496         |
| <b>Workload:</b>                        |                   |                   |                      |                     |
| 1. % time on personnel administration   | 15%               | 15%               | 5%                   | 5%                  |
| 2. % time on fiscal management          | 70%               | 70%               | 70%                  | 70%                 |
| 3. % time on liaison and coordination   | 15%               | 15%               | 25%                  | 25%                 |
| <b>Productivity:</b>                    |                   |                   |                      |                     |
| 1. Cost of personnel administration     | \$ 26,085         | \$ 29,046         | \$ 6,926             | \$ 7,303            |
| 2. Cost of fiscal management            | \$ 121,732        | \$ 135,550        | \$ 96,968            | \$ 102,248          |
| 3. Cost of liaison and coordination     | \$ 26,085         | \$ 29,046         | \$ 34,632            | \$ 36,517           |
| <b>Effectiveness:</b>                   |                   |                   |                      |                     |
| 1. Cost of operations per capita        | \$ 18.68          | \$ 72.48          | \$ 14.17             | \$ 13.76            |
| 2. Cost of Admin as a % of Finance      | 50.8%             | 79.1%             | 39.6%                | 37.9%               |
| 3. Cost of Finance as a % of total city | 2.4%              | 4.5%              | 1.4%                 | 1.4%                |

**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. In FY 09-10 the Finance Department underwent a reorganization which moved one employee from Finance Administration to Accounting. Supplies has decreased due to a reduction in office supplies, misc paper, small office equipment, and food. Services has also decreased due to a reduction in postage, telephone line charges, and stationary. Other has increased due an increase in the number of liens filed and the resulting increase in Rock Island County Expedite Fee expenditures. Transfers has decreased due to a reduction in the transfer to the Martin Luther King Center as a means of reducing the General Fund budget deficit.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| Intern                          | 0.00                      | 0.00                      | 0.25                      | 0.25                      | 0.25                         | 0.25                        | 0.00               |
| (1) <b>Total Staffing (fte)</b> | <b>2.00</b>               | <b>2.00</b>               | <b>2.25</b>               | <b>1.25</b>               | <b>1.25</b>                  | <b>1.25</b>                 | <b>0.00</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 174,059                   | 173,903                   | 193,643                   | 138,526                   | 138,526                      | 146,069                     | 5%                 |
| <b>Supplies</b>                 | 1,407                     | 2,516                     | 2,074                     | 5,780                     | 5,780                        | 3,283                       | -43%               |
| <b>Services</b>                 | 27,107                    | 11,587                    | 20,667                    | 18,483                    | 18,483                       | 14,993                      | -19%               |
| <b>Other</b>                    | 22,304                    | 468                       | 5,853                     | 7,728                     | 7,728                        | 11,420                      | 48%                |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | 523,168                   | 552,689                   | 2,653,818                 | 71,500                    | 71,500                       | 45,000                      | -37%               |
| <b>Contingency</b>              | 28                        | 98,716                    | 339                       | 320,310                   | 320,310                      | 325,140                     | 2%                 |
| <b>Total Cost Center</b>        | <b>748,073</b>            | <b>839,879</b>            | <b>2,876,394</b>          | <b>562,327</b>            | <b>562,327</b>               | <b>545,905</b>              | <b>-3%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 748,073                   | 839,879                   | 1,676,394                 | 562,327                   | 562,327                      | 545,905                     | -3%                |
| <b>Debt service</b>             | -                         | -                         | 1,200,000                 | -                         | -                            | -                           | ---                |
| <b>Total Expense</b>            | <b>748,073</b>            | <b>839,879</b>            | <b>2,876,394</b>          | <b>562,327</b>            | <b>562,327</b>               | <b>545,905</b>              | <b>-3%</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

### Program Objectives:

- Minimize errors on cash over/short.
- Keep shut-offs vs delinquent notifications below 30%.

| <b>Service Indicators:</b>               | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                           |                           |                           |                              |                             |
| 1. Water/Sewer invoices                  | 68,914                    | 67,651                    | 69,172                       | 68,579                      |
| 2. Parking Tickets/Permits issued        | 15,085                    | 13,250                    | 8,846                        | 12,394                      |
| 3. Miscellaneous invoices                | 6,628                     | 6,943                     | 7,000                        | 6,857                       |
| <b>Workload:</b>                         |                           |                           |                              |                             |
| 1. Water/Sewer receipts                  | 73,136                    | 73,673                    | 72,648                       | 73,152                      |
| 2. Miscellaneous receipts                | 25,007                    | 17,447                    | 19,417                       | 20,624                      |
| <b>Productivity:</b>                     |                           |                           |                              |                             |
| 1. Cost per receipt                      | \$ 2.55                   | \$ 3.30                   | \$ 3.28                      | \$ 3.37                     |
| <b>Effectiveness:</b>                    |                           |                           |                              |                             |
| 1. Shut-offs vs delinquent notifications | 1603 / 5812               | 1602 / 8253               | 1400 / 16585                 | 1535 / 10217                |
| 2. Cash Over (Short)                     | \$ 54.00                  | \$ 339                    | \$ 60                        | 140                         |

**Analysis:**

As part of the Finance Department reorganization in FY 09-10, staffing in the Customer Service Center 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. For FY 10-11 the total number of employees in this cost center has remained the same. The increase in supplies (\$21) is for the purchase of office equipment. Contingency has increased to cover the expenditure related to bad checks.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Customer Svc Sup            | 0.00                      | 0.00                      | 0.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Fiscal Technician           | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (2) Customer Svc Rep            | 3.00                      | 3.00                      | 3.00                      | 2.00                      | 2.00                         | 2.00                        | 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>4.00</b>                  | <b>4.00</b>                 | <b>0.00</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 175,017                   | 182,264                   | 217,922                   | 233,635                   | 233,635                      | 240,554                     | 3%                 |
| <b>Supplies</b>                 | 2,305                     | 1,136                     | 814                       | 200                       | 200                          | 221                         | 11%                |
| <b>Services</b>                 | 60,497                    | 64,321                    | 63,728                    | 66,766                    | 66,766                       | 71,510                      | 7%                 |
| <b>Other</b>                    | -                         | -                         | -                         | 150                       | 150                          | 150                         | 0%                 |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | 737                       | 2,459                     | 18,589                    | 1,400                     | 1,400                        | 4,000                       | 186%               |
| <b>Total Cost Center</b>        | <b>238,556</b>            | <b>250,180</b>            | <b>301,053</b>            | <b>302,151</b>            | <b>302,151</b>               | <b>316,435</b>              | <b>5%</b>          |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 238,556                   | 250,180                   | 301,053                   | 302,151                   | 302,151                      | 316,435                     | 5%                 |
| <b>Total Expense</b>            | <b>238,556</b>            | <b>250,180</b>            | <b>301,053</b>            | <b>302,151</b>            | <b>302,151</b>               | <b>316,435</b>              | <b>5%</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.

| <b>Service Indicators:</b>         | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                     |                           |                           |                              |                             |
| 1. Number of accounts maintained   | 15,549                    | 15,031                    | 15,369                       | 15,316                      |
| 2. Number of payrolled employees   | 651                       | 651                       | 653                          | 647                         |
| 3. \$ available for investment     | 22,219,937                | 24,042,035                | 29,437,770                   | 25,233,247                  |
| 4. Number of water/sewer invoices  | 69,984                    | 67,651                    | 69,172                       | 68,936                      |
| <b>Workload:</b>                   |                           |                           |                              |                             |
| 1. Number of payroll checks issued | 16,999                    | 16,215                    | 17,201                       | 16,805                      |
| 2. Number of claims checks issued  | 10,007                    | 8,740                     | 8,732                        | 9,160                       |
| 3. Number of cash transactions     | 139,854                   | 135,192                   | 138,232                      | 137,759                     |
| 4. Number of water/sewer invoices  | 69,984                    | 67,651                    | 69,172                       | 68,936                      |
| <b>Productivity:</b>               |                           |                           |                              |                             |
| 1. Cost per account maintained     | \$ 7.41                   | \$ 7.64                   | \$ 9.03                      | \$ 9.41                     |
| 2. Cost per payroll check          | \$ 2.01                   | \$ 1.98                   | \$ 2.26                      | \$ 2.40                     |
| 3. Cost per claims check           | \$ 4.16                   | \$ 4.21                   | \$ 5.08                      | \$ 5.04                     |
| 4. Cost per water/sewer account    | \$ 4.08                   | \$ 4.08                   | \$ 4.81                      | \$ 5.02                     |
| <b>Effectiveness:</b>              |                           |                           |                              |                             |
| 1. Auditor's adjusting entries     | 71                        | 50                        | 38                           | 53                          |
| 2. Auditor's comments implemented  | 12 of 14                  | 1 of 4                    | 3 of 10                      | 4 of 9                      |
| 3. % Return on investment          | 5.78%                     | 1.94%                     | 0.59%                        | 2.50%                       |
| 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. In FY 09-10 the Finance Department was reorganized by adding the Budget Coordinator position to this cost center. The City Auditor and Accountant positions were also redefined with the City Auditor taking on the responsibility of project manager for the new accounting software and the Accounting Supervisor assuming responsibility for the two Fiscal Technicians. Supplies have increased (\$131) due to the planned purchased of office equipment.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| City Auditor                    | 1.00                      | 1.00                      | 1.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (1) Auditor / Project Mgr       | 0.00                      | 0.00                      | 0.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| Accountant                      | 1.00                      | 1.00                      | 1.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (1) Accounting Sup              | 0.00                      | 0.00                      | 0.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (2) Fiscal Technician           | 2.00                      | 2.00                      | 2.00                      | 2.00                      | 2.00                         | 2.00                        | 0.00               |
| (1) Budget Coordinator          | 0.00                      | 0.00                      | 0.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
|                                 |                           |                           |                           |                           |                              |                             |                    |
| <b>(5) Total Staffing (fte)</b> | <b>4.00</b>               | <b>4.00</b>               | <b>4.00</b>               | <b>5.00</b>               | <b>5.00</b>                  | <b>5.00</b>                 | <b>0.00</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 242,364                   | 261,619                   | 290,356                   | 349,893                   | 349,893                      | 364,014                     | 4%                 |
| <b>Supplies</b>                 | 2,516                     | 1,036                     | 985                       | 90                        | 90                           | 221                         | 146%               |
| <b>Services</b>                 | 131,023                   | 189,864                   | 141,766                   | 188,175                   | 180,481                      | 187,794                     | 0%                 |
| <b>Other</b>                    | 23,303                    | 20,090                    | 26,412                    | 24,555                    | 24,555                       | 24,750                      | 1%                 |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>399,206</b>            | <b>472,609</b>            | <b>459,519</b>            | <b>562,713</b>            | <b>555,019</b>               | <b>576,779</b>              | <b>2%</b>          |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 399,206                   | 472,609                   | 459,519                   | 562,713                   | 555,019                      | 576,779                     | 2%                 |
| <b>Total Expense</b>            | <b>399,206</b>            | <b>472,609</b>            | <b>459,519</b>            | <b>562,713</b>            | <b>555,019</b>               | <b>576,779</b>              | <b>2%</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.

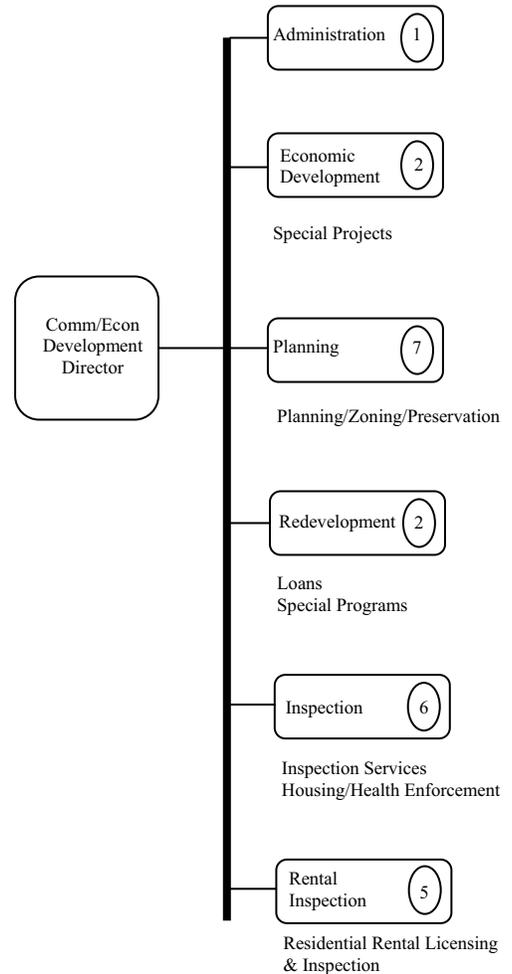
Provide for orderly growth and change within the city, develop and implement plans for the future and insure that structures are safe for occupancy and use.

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 delivers a variety of programs and services aimed at enhancing the city as a place to live and work. As an organization, the department is managed by the Community and Economic Development Director who reports to the City Manager. Within the department the Planning and Redevelopment Administrator, Special Projects Manager, Building Official and Land and Development Programs Coordinator report to the Director. Overall, the department's efforts are directed at increasing economic activity and investment in the community, preserving and improving the city's older neighborhoods, regulating land uses for orderly growth and development and ensuring that buildings are safe for occupancy and use.

For FY10/11 the department's primary work will be in support of the priorities identified by the City Council that are within the responsibilities of the department. Specifically, these include:

- Promote casino area development
- Encourage campustown development
- Establish a housing and plan and solidify working relationships with housing organizations
- Promote development along the Andalusia and Blackhawk Road corridors and in the Columbia Park area

In addition, department staff will continue to support implementation of the New/Old Chicago Plan as well as other adopted neighborhood plans, the 11<sup>th</sup> Street Plan, RiverVision, Artsplan, the Bikeways Plan and the Downtown Strategic Plan. As in the past, department staff will continue to work in partnership with other public and private entities in furtherance of the city's development mission.

From a staffing perspective, the FY10/11 budget proposes an increase of one full-time position. This change is the result of a transfer of a one-half time weed inspector from the Public Works Department to the Community and Economic Development Department where the position will become a full time nuisance inspector. This position will continue to be responsible for following up on weed complaints and will also allow for increase enforcement of city nuisance ordinance violations.

With respect to FY10/11 revenue/expenditure projections, as in past years funding for department activities and programs comes primarily from Tax Increment Finance (TIF) revenue, the city's Community Development Block Grant (CDBG) and gaming funds. Overall, the department's proposed FY10/11 budget shows an increase of 57% from \$11.3 million to \$17.8 million. This increase results from three factors:

- Neighborhood Stabilization Grant (NSP) +\$3.1 million – The city, in partnership with the Rock Island Economic Growth Corporation (GROWTH), was awarded an NSP grant through the Illinois Housing Development Authority to fund a variety of activities designed to enhance older neighborhoods. The majority of funds (\$2.7 million) will be used by GROWTH to support new home construction and older home renovation. About \$400,000 will be expended directly by the city to demolish 25 substandard houses.
- Tax Increment Finance +\$2 million – The city currently has five TIF districts which collectively are expected to generate over \$4 million in revenue. An approximate \$2 million increase in TIF revenue is attributable to the I280/Parkway TIF district as the result of the Jumer's Casino complex paying the first full year of property taxes in 2010. Under an agreement with the casino owners, 75% of these funds will be rebated to owner. In addition, the downtown TIF district includes slightly over \$1 million in debt service payments on bonds issued to construct Schwiebert Riverfront Park and the 1<sup>st</sup> Avenue interceptor sewer projects.

Other TIF projects and programs included in the proposed budget are: \$500,000 for the Jackson Square project (conversion of the Illinois Oil property into rental housing units), \$300,000 to support creation of a retail business incubator in the downtown, \$187,000 to support maintenance of landscape materials in the riverfront park, \$125,000 to resurface parking lot F and \$80,000 to begin implementation of the Bikeways plan by striping 20<sup>th</sup> Street from 1<sup>st</sup> to 7<sup>th</sup> Avenue.

As noted above, gaming is a third source of support for department programs. For FY10/11 gaming support is budgeted for rebates to Hy-Vee and Rock Island Country Market and to support new single family home construction - \$225,000, the non-TIF portion of the Façade Improvement Program - \$150,000, community marketing - \$120,000, the Development Association of Rock Island contribution - \$40,000 and District plaza event management - \$20,000.

As in previous years, the city will partner with various agencies and organizations that support the city's community and economic development mission. Agencies external to the city included for non-CDBG funding in the proposed budget are as follows; Development Association of Rock Island - \$175,000, Quad Cities First - \$48,000, Quad Cities Convention and Visitors Bureau - \$70,000, Bi-State Regional Commission - \$21,952, Illinois Quad City Chamber of Commerce - \$20,000, Keep Rock Island Beautiful - \$18,500, Community Caring Conference - \$18,000, RiverAction - \$7,745 and Red, White & Boom - \$3,000.

The FY10/11 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 over \$3 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. New this year are the costs associated with the NSP grant which will be administered through the Planning and Redevelopment Division with demolition contracting through the Inspection Division. 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, GROWTH and Rock Island Housing Authority.

The proposed budget continues to fund programs targeted toward strengthening the local economy, supporting private sector businesses who create or retain jobs and who make investments in their facilities. The budget maintains the Commercial/Industrial Revolving Loan Fund (CIRLF) at an approximate \$500,000 level. Since its establishment in 1984, the fund 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. For FY10/11 work will continue on four initiatives introduced in 2009 to assist the expanse of retail business in the downtown, implement a Buy Rock Island campaign, undertake renovation of several targeted commercial properties on 11<sup>th</sup> Street and establish a retail incubator downtown. 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.

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<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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               |
| Lead Prog Coord                  | 1.00                      | 1.00                      | 1.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (2) Urban Planner II             | 2.00                      | 2.00                      | 2.00                      | 2.00                      | 2.00                         | 2.00                        | 0.00               |
| (1) Housing Prog Officer         | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Construction Officer         | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Grants/website Coord         | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Comp Graphic Spec            | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (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               |
| (1) Nuisance Inspector           | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 1.00                        | 1.00               |
| (1) Office Assistant II          | 3.00                      | 2.00                      | 2.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (2) Office Assistant III         | 1.00                      | 1.00                      | 1.00                      | 2.00                      | 2.00                         | 2.00                        | 0.00               |
| Admin Secretary                  | 0.35                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (1) Intern                       | 0.43                      | 0.43                      | 0.43                      | 0.43                      | 0.43                         | 0.72                        | 0.29               |
| <b>(23) Total Staffing (fte)</b> | <b>23.78</b>              | <b>22.43</b>              | <b>22.43</b>              | <b>21.43</b>              | <b>21.43</b>                 | <b>22.72</b>                | <b>1.29</b>        |
| <b>Expense:</b>                  |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                 | 1,444,304                 | 1,502,074                 | 1,553,996                 | 1,576,398                 | 1,575,598                    | 1,630,205                   | 3%                 |
| <b>Supplies</b>                  | 24,271                    | 16,695                    | 70,577                    | 13,418                    | 13,918                       | 18,896                      | 41%                |
| <b>Services</b>                  | 1,581,899                 | 1,136,058                 | 1,883,684                 | 1,483,918                 | 1,364,067                    | 1,381,896                   | -7%                |
| <b>Other</b>                     | 583,552                   | 1,277,702                 | 953,281                   | 985,012                   | 782,067                      | 1,071,485                   | 9%                 |
| <b>Programs</b>                  | 1,462,749                 | 1,906,853                 | 4,060,721                 | 4,762,573                 | 5,316,676                    | 6,843,798                   | 44%                |
| <b>Capital</b>                   | 192,557                   | 108,369                   | 124,218                   | 645,715                   | 199,963                      | 3,251,757                   | 404%               |
| <b>Debt service</b>              | 402,625                   | -                         | -                         | -                         | -                            | 107,937                     | NEW                |
| <b>Transfers</b>                 | 2,414,439                 | 1,968,414                 | 1,395,749                 | 1,896,362                 | 1,821,469                    | 3,498,427                   | 84%                |
| <b>Contingency</b>               | 236,035                   | 51,520                    | 100,129                   | -                         | -                            | -                           | ---                |
| <b>Total Department</b>          | <b>8,342,431</b>          | <b>7,967,685</b>          | <b>10,142,355</b>         | <b>11,363,396</b>         | <b>11,073,758</b>            | <b>17,804,401</b>           | <b>57%</b>         |
| <b>Expense by Fund:</b>          |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>              | 1,060,312                 | 1,141,788                 | 1,035,003                 | 913,942                   | 916,242                      | 1,083,571                   | 19%                |
| <b>TIF District #1</b>           | 1,456,222                 | 1,706,042                 | 2,681,401                 | 3,039,875                 | 1,646,392                    | 4,350,679                   | 43%                |
| <b>TIF District #2</b>           | 139,545                   | 136,026                   | 77,998                    | 288,627                   | 231,310                      | 324,947                     | 13%                |
| <b>TIF District #3</b>           | 134,563                   | 208,936                   | 68,509                    | 409,050                   | 316,786                      | 424,427                     | 4%                 |
| <b>TIF District #4</b>           | -                         | -                         | 1                         | 292,011                   | 317,243                      | 2,022,297                   | 593%               |
| <b>TIF District #5</b>           | 28,616                    | 11,719                    | 2,113,127                 | 14,256                    | 14,256                       | 13,949                      | -2%                |
| <b>Comm/Econ Dev</b>             | 1,627,624                 | 1,331,307                 | 1,300,203                 | 2,637,701                 | 1,622,139                    | 4,726,859                   | 79%                |
| <b>Riverboat Gaming</b>          | 1,596,996                 | 1,373,940                 | 1,001,004                 | 835,000                   | 835,000                      | 605,000                     | -28%               |
| <b>Cap Improvement</b>           | 200,004                   | 34,860                    | -                         | 50,000                    | 50,000                       | -                           | -100%              |
| <b>CDBG Grant</b>                | 1,127,249                 | 1,041,171                 | 1,192,371                 | 1,784,494                 | 1,846,520                    | 1,976,260                   | 11%                |
| <b>N'hood Stbl Prog</b>          | -                         | -                         | -                         | -                         | 1,951,030                    | 1,181,970                   | 100%               |
| <b>RI Labor Day Parade</b>       | 8,876                     | 8,664                     | 12,113                    | 13,906                    | 13,906                       | 12,406                      | -11%               |
| <b>CDBG Loans</b>                | 23,830                    | 33,908                    | 68,657                    | 266,942                   | 266,942                      | 98,843                      | -63%               |
| <b>Debt Service</b>              | 459,127                   | 283                       | 813                       | 156                       | 156                          | 108,093                     | 69190%             |
| <b>Afford Hsg State</b>          | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>CED Loan</b>                  | -                         | 212                       | -                         | 200,550                   | 200,550                      | 100,550                     | -50%               |
| <b>CIRLF Loan</b>                | 224,504                   | 14,014                    | (11,365)                  | 554,270                   | 654,270                      | 564,550                     | ---                |
| <b>MPF Endow Loans</b>           | -                         | 23,813                    | 23,940                    | 62,616                    | 62,616                       | 24,000                      | ---                |
| <b>Lead Grant</b>                | 254,963                   | 901,002                   | 578,580                   | -                         | 128,400                      | 186,000                     | NEW                |
| <b>Total Expense</b>             | <b>8,342,431</b>          | <b>7,967,685</b>          | <b>10,142,355</b>         | <b>11,363,396</b>         | <b>11,073,758</b>            | <b>17,804,401</b>           | <b>57%</b>         |



ROCK ISLAND  
ILLINOIS

## CED Administration

### Program Description:

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

| <b>Service Indicators:</b>           | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                       |                           |                           |                              |                             |
| 1. Council goals related to dept     | 5                         | 8                         | 8                            | 6                           |
| 2. Meetings representing city        | 75                        | 75                        | 75                           | 75                          |
| 3. Reports for Council action        | 240                       | 235                       | 240                          | 240                         |
| 4. Active projects under management  | 65                        | 70                        | 55                           | 50                          |
| <b>Workload:</b>                     |                           |                           |                              |                             |
| 1. Council goals related to dept     | 5                         | 8                         | 8                            | 6                           |
| 2. Meetings attended represent city  | 75                        | 75                        | 75                           | 75                          |
| 3. Reports for Council action        | 240                       | 235                       | 240                          | 240                         |
| 4. Active projects under management  | 65                        | 70                        | 55                           | 50                          |
| <b>Productivity:</b>                 |                           |                           |                              |                             |
| 1. Council goals related to dept     | \$ 5                      | \$ 8                      | \$ 8                         | \$ 6                        |
| 2. Cost per meeting                  | \$ 91                     | \$ 93                     | \$ 97                        | \$ 99                       |
| 3. Cost per report prepared/reviewed | \$ 142                    | \$ 146                    | \$ 148                       | \$ 150                      |
| 4. Active projects under management  | \$ 65                     | \$ 70                     | \$ 55                        | \$ 50                       |
| <b>Effectiveness:</b>                |                           |                           |                              |                             |
| 1. % change in EAV                   | 4.7%                      | 3.8%                      | 2.3%                         | 3.0%                        |
| 2. % change in sales tax revenue     | 5.2%                      | 3.1%                      | 0.0%                         | 17.2%                       |
| 3. % development projects closed     | 65.0%                     | 55.0%                     | 60.0%                        | 65.0%                       |
| 4. Admin cost as % of total budget   | 1.9%                      | 1.3%                      | 1.3%                         | 0.7%                        |

**Analysis:**

The increase in the Other category is the proportionate share of increased Worker's Compensation costs associated with the Department Director's position.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) CED Director                | 1.00                      | 1.00                      | 0.60                      | 0.50                      | 0.50                         | 0.50                        | 0.00               |
| Admin Secretary                 | 0.35                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| <b>(1) Total Staffing (fte)</b> | <b>1.35</b>               | <b>1.00</b>               | <b>0.60</b>               | <b>0.50</b>               | <b>0.50</b>                  | <b>0.50</b>                 | <b>0.00</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 122,546                   | 110,218                   | 144,198                   | 74,845                    | 74,845                       | 74,573                      | 0%                 |
| <b>Supplies</b>                 | 503                       | 1,320                     | 1,446                     | 1,490                     | 1,490                        | 1,500                       | 1%                 |
| <b>Services</b>                 | 35,128                    | 32,408                    | 38,268                    | 43,625                    | 43,625                       | 39,983                      | -8%                |
| <b>Other</b>                    | 4,079                     | 3,327                     | 2,802                     | 2,533                     | 2,533                        | 2,906                       | 15%                |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | 23,535                    | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>162,256</b>            | <b>147,273</b>            | <b>210,249</b>            | <b>122,493</b>            | <b>122,493</b>               | <b>118,962</b>              | <b>-3%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 78,050                    | 73,892                    | 133,052                   | 50,926                    | 50,926                       | 49,151                      | -3%                |
| <b>CDBG</b>                     | 75,330                    | 64,717                    | 65,084                    | 57,661                    | 57,661                       | 57,405                      | 0%                 |
| <b>Labor Day Parade</b>         | 8,876                     | 8,664                     | 12,113                    | 13,906                    | 13,906                       | 12,406                      | -11%               |
| <b>Total Expense</b>            | <b>162,256</b>            | <b>147,273</b>            | <b>210,249</b>            | <b>122,493</b>            | <b>122,493</b>               | <b>118,962</b>              | <b>-3%</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<br>2007/08 | Actual<br>2008/09 | Estimated<br>2009/10 | Proposed<br>2010/11 |
|------------------------------------|-------------------|-------------------|----------------------|---------------------|
| <b>Demand:</b>                     |                   |                   |                      |                     |
| 1. CIRLF Loan Applications         | 8                 | 5                 | 8                    | 8                   |
| 2. TIF District Projects           | 18                | 14                | 15                   | 15                  |
| 3. Agencies Receiving Funding      | 9                 | 9                 | 9                    | 9                   |
| 4. Business Leads/Info Requests    | 12                | 8                 | 8                    | 15                  |
| 5. Business Connection Calls       | 27                | 21                | 24                   | 30                  |
| <b>Workload:</b>                   |                   |                   |                      |                     |
| 1. CIRLF Applications Approved     | 6                 | 5                 | 15                   | 10                  |
| 2. TIF District Projects           | 18                | 14                | 15                   | 15                  |
| 3. Agency Funding Requests         | 12                | 12                | 9                    | 9                   |
| 4. Written Proposals Completed     | 5                 | 5                 | 5                    | 5                   |
| 5. Business Connection Calls       | 27                | 15                | 18                   | 30                  |
| <b>Productivity:</b>               |                   |                   |                      |                     |
| 1. Cost Per Job CIRLF              | \$ 6,156          | \$ 6,235          | \$ 6,200             | \$ 6,200            |
| 2. TIF Projects Completed          | \$ 12             | \$ 14             | \$ 15                | \$ 15               |
| 3. Cost Per Payment Request        | \$ 22             | \$ 25             | \$ 27                | \$ 30               |
| 4. Cost Per Proposal               | \$ 291            | \$ 295            | \$ 300               | \$ 300              |
| 5. Cost of Business Connection     | \$ 2,292          | \$ 2,356          | \$ 2,350             | \$ 2,350            |
| <b>Effectiveness:</b>              |                   |                   |                      |                     |
| 1. Job Created/Retained            | 52                | 19                | 87                   | 50                  |
| 2. Percent Increase in TIF Revenue | 3                 | 3                 | 3                    | 3                   |
| 3. Ratio Priv/Pub CIRLF Loans      | 5 to 1            | 5 to 1            | 5 to 1               | 5 to 1              |
| 4. Percent Bus con Calls Complete  | 85                | 71                | 75                   | 90                  |

## Analysis:

The increase in the Supplies category reflects the cost for paper to update maps and information in downtown kiosks. Reduction in Services is the result of design services for the riverfront park which were covered in FY08/09 be will not be necessary as the design is complete and the park is under construction. The increase in Programs relates to the rebate of TIF revenue in per an agreement between the city ad the owner of the Jumer casino complex. The increase in the Capital category includes expenditures for construction of a ferry boat landing at the riverfront park. Two million is budgeted with approximately \$1.5 million from a pending state grant and \$500,000 in local matching funds if the grant is awarded.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                      | 0.50                      | 0.50                         | 0.50                        | 0.00               |
| Admin Secretary                 | 0.35                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| Hous Prog Officer               | 0.03                      | 0.10                      | 0.00                      | 0.00                      | 0.05                         | 0.05                        | 0.00               |
| Constr Officer                  | 0.03                      | 0.10                      | 0.10                      | 0.00                      | 0.05                         | 0.05                        | 0.00               |
| Plng/Redev Admin                | 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>2.28</b>               | <b>2.18</b>               | <b>2.50</b>               | <b>2.80</b>                  | <b>2.80</b>                 | <b>0.00</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 175,682                   | 197,467                   | 237,488                   | 283,246                   | 282,446                      | 278,288                     | -2%                |
| <b>Supplies</b>                 | 12,551                    | 8,419                     | 63,379                    | 400                       | 400                          | 1,000                       | 150%               |
| <b>Services</b>                 | 1,450,530                 | 840,864                   | 1,651,397                 | 1,019,242                 | 767,691                      | 673,360                     | -34%               |
| <b>Other</b>                    | 480,042                   | 599,155                   | 505,692                   | 971,013                   | 768,068                      | 1,059,244                   | 9%                 |
| <b>Programs</b>                 | 1,117,588                 | 1,497,129                 | 3,623,888                 | 3,881,637                 | 2,424,184                    | 5,011,231                   | 29%                |
| <b>Capital</b>                  | 192,557                   | 108,369                   | 124,218                   | 645,715                   | 199,963                      | 3,251,757                   | 404%               |
| <b>Debt service</b>             | 14,429                    | -                         | -                         | -                         | -                            | 107,937                     | NEW                |
| <b>Transfers</b>                | 2,205,650                 | 1,736,275                 | 1,170,135                 | 1,670,627                 | 1,595,734                    | 3,119,940                   | 87%                |
| <b>Contingency</b>              | 223,794                   | 36,079                    | (11,168)                  | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>5,872,823</b>          | <b>5,023,757</b>          | <b>7,365,029</b>          | <b>8,471,880</b>          | <b>6,038,486</b>             | <b>13,502,757</b>           | <b>59%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 283,823                   | 83,501                    | 3,231                     | 5,272                     | 5,272                        | 154,759                     | 2835%              |
| <b>TIF District #1</b>          | 1,456,222                 | 1,706,042                 | 2,681,401                 | 3,039,875                 | 1,646,392                    | 4,350,679                   | 43%                |
| <b>TIF District #2</b>          | 139,545                   | 136,026                   | 77,998                    | 288,627                   | 231,310                      | 324,947                     | 13%                |
| <b>TIF District #3</b>          | 134,563                   | 208,936                   | 68,509                    | 409,050                   | 316,786                      | 424,427                     | 4%                 |
| <b>TIF District #4</b>          | -                         | -                         | 1                         | 292,011                   | 317,243                      | 2,022,297                   | 593%               |
| <b>TIF District #5</b>          | 28,616                    | 11,719                    | 2,113,127                 | 14,256                    | 14,256                       | 13,949                      | -2%                |
| <b>Comm / Econ Dev</b>          | 1,627,624                 | 1,331,307                 | 1,300,203                 | 2,637,701                 | 1,622,139                    | 4,726,859                   | 79%                |
| <b>Riverboat Gaming</b>         | 1,596,996                 | 1,323,936                 | 951,000                   | 785,000                   | 785,000                      | 555,000                     | -29%               |
| <b>CDB Grant</b>                | 109,995                   | 149,320                   | 156,171                   | 132,496                   | 132,496                      | 132,647                     | 0%                 |
| <b>Cap Improvements</b>         | 200,004                   | 34,860                    | -                         | 50,000                    | 50,000                       | -                           | -100%              |
| <b>Debt service</b>             | 459,127                   | 283                       | 813                       | 156                       | 156                          | 108,093                     | 69190%             |
| <b>CDBG Loans</b>               | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>CED Loans</b>                | -                         | -                         | -                         | 200,550                   | 200,550                      | 100,550                     | -50%               |
| <b>CIRLF Loans</b>              | 224,504                   | 14,014                    | (11,365)                  | 554,270                   | 654,270                      | 564,550                     | 2%                 |
| <b>MPF Endow Loans</b>          | -                         | 23,813                    | 23,940                    | 62,616                    | 62,616                       | 24,000                      | -62%               |
| <b>GASB 34</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Expense</b>            | <b>6,261,019</b>          | <b>5,023,757</b>          | <b>7,365,029</b>          | <b>8,471,880</b>          | <b>6,038,486</b>             | <b>13,502,757</b>           | <b>59%</b>         |

## Planning/Zoning/Historic Preservation

### Program Description:

Coordinate and implement neighborhood and corridor plans including RiverVision, Schwiebert Riverfront Park, New Old Chicago, Downtown and other existing neighborhood plans. Continue to pursue our partnership with Augustana College and the Campustown concept. Neighborhood Partners' Problem Properties, Knowledge Through Neighbors, School - Community, Green Education 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<br>2007/08 | Actual<br>2008/09 | Estimated<br>2009/10 | Proposed<br>2010/11 |
|--|-------------------|-------------------|----------------------|---------------------|
| <b>Demand:</b>                           |                   |                   |                      |                     |
| 1. CDBG & Gaming applications filed      | 24                | 25                | 37                   | 35                  |
| 2. Land use applications filed           | 81                | 96                | 52                   | 75                  |
| 3. Neighborhood plan strategies          | 798               | 798               | 798                  | 798                 |
| 4. Preservation education scheduled      | 8                 | 6                 | 5                    | 5                   |
| 5. Zoning complaints                     | 72                | 66                | 85                   | 85                  |
| <b>Workload:</b>                         |                   |                   |                      |                     |
| 1. CDBG/Gaming apps. Reviewed/recom.     | 28                | 24                | 35                   | 35                  |
| 2. Land use applications processed       | 81                | 96                | 52                   | 75                  |
| 3. Neighborhood strategies developed     | 462               | 475               | 485                  | 500                 |
| 4. Preservation education completed      | 8                 | 6                 | 5                    | 5                   |
| 5. Zoning complaints inspected           | 72                | 66                | 85                   | 85                  |
| <b>Productivity:</b>                     |                   |                   |                      |                     |
| 1. CDBG funds received                   | \$ 1,193,278      | \$ 1,149,213      | \$ 1,167,221         | \$ 1,167,221        |
| 2. Avg. cost per land use case           | \$ 638            | \$ 549            | \$ 1,070             | \$ 768              |
| 3. Avg. cost per zoning inspection       | \$ 144            | \$ 160            | \$ 131               | \$ 135              |
| 4. Avg. cost per education program       | \$ 127            | \$ 129            | \$ 176               | \$ 182              |
| <b>Effectiveness:</b>                    |                   |                   |                      |                     |
| 1. % CDBG & Gaming funds allocated       | 100.0%            | 100.0%            | 100.0%               | 100.0%              |
| 2. % land use cases approved per staff   | 94.0%             | 83.0%             | 88.0%                | 90.0%               |
| 3. % Nbhod plan strategies imp.          | 57.9%             | 59.5%             | 60.8%                | 62.7%               |
| 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:**

Twenty percent of the Plng/Redev Admin's time is being charged to the Downtown TIF fund rather than this cost center. The Services line is down reflecting a reduction in CDBG carryover funds. The 89% increase in Transfers reflects the CDBG-R funds allocated to the King Center's expansion/renovation. Likewise, the 20% CDBG increase is associated with the CDBG-R funds made available in 2009.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Plng/Redev Admin            | 1.00                      | 1.00                      | 1.00                      | 0.80                      | 0.80                         | 0.80                        | 0.00               |
| (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               |
| Office Asst. II                 | 1.15                      | 1.00                      | 1.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (1) Office Asst. III            | 0.00                      | 0.00                      | 0.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Intern                      | 0.43                      | 0.43                      | 0.43                      | 0.46                      | 0.46                         | 0.72                        | 0.26               |
| <b>(7) Total Staffing (fte)</b> | <b>6.58</b>               | <b>6.43</b>               | <b>6.43</b>               | <b>6.26</b>               | <b>6.26</b>                  | <b>6.52</b>                 | <b>0.26</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 385,696                   | 410,352                   | 401,024                   | 419,887                   | 419,887                      | 432,669                     | 3%                 |
| <b>Supplies</b>                 | 3,394                     | 2,391                     | 1,923                     | 1,900                     | 1,900                        | 1,900                       | 0%                 |
| <b>Services</b>                 | 13,925                    | 14,586                    | 14,867                    | 322,494                   | 322,494                      | 277,660                     | -14%               |
| <b>Other</b>                    | 2,344                     | 2,101                     | 1,408                     | 1,945                     | 1,945                        | 1,945                       | 0%                 |
| <b>Programs</b>                 | -                         | -                         | -                         | 42,500                    | 42,500                       | 42,500                      | 0%                 |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | 179,353                   | 178,991                   | 172,381                   | 172,381                   | 172,381                      | 325,083                     | 89%                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>584,712</b>            | <b>608,421</b>            | <b>591,603</b>            | <b>961,107</b>            | <b>961,107</b>               | <b>1,081,757</b>            | <b>13%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 284,599                   | 312,838                   | 277,709                   | 301,505                   | 301,505                      | 287,235                     | -5%                |
| <b>Comm Dev Block Grant</b>     | 300,113                   | 295,583                   | 313,894                   | 659,602                   | 659,602                      | 794,522                     | 20%                |
| <b>CDBG Loan Programs</b>       | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Expense</b>            | <b>584,712</b>            | <b>608,421</b>            | <b>591,603</b>            | <b>961,107</b>            | <b>961,107</b>               | <b>1,081,757</b>            | <b>13%</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, CDBG-R, Lead 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 deliver the Lead-Based Paint Program in cooperation with Moline (grant administrator)

| <b>Service Indicators:</b>                 | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                             |                           |                           |                              |                             |
| 1. Program marketing requests              | 5                         | 5                         | 5                            | 5                           |
| 2. Funding sources identified              | 5                         | 5                         | 5                            | 5                           |
| 3. Full rehab applications filed           | 10                        | 6                         | 4                            | 2                           |
| 4. Partial rehab applications filed        | 68                        | 68                        | 70                           | 70                          |
| 5. Special program applications filed      | 16                        | 1                         | 6                            | 18                          |
| <b>Workload:</b>                           |                           |                           |                              |                             |
| 1. Program marketing completed             | 6                         | 5                         | 5                            | 5                           |
| 2. Funding applications submitted          | 4                         | 5                         | 5                            | 5                           |
| 3. Full rehab applications processed       | 8                         | 4                         | 3                            | 2                           |
| 4. Partial rehab applications processed    | 65                        | 64                        | 66                           | 70                          |
| 5. Special program applications            | 16                        | 1                         | 6                            | 18                          |
| <b>Productivity:</b>                       |                           |                           |                              |                             |
| 1. Avg. cost per marketing program         | \$ 77                     | \$ 78                     | \$ 81                        | \$ 69                       |
| 2. Private matching \$\$ generated - rehab | \$ 187,364                | \$ 9,372                  | \$ 142,317                   | \$ 470,000                  |
| 3. Avg. cost per full rehab                | \$ 6,440                  | \$ 9,981                  | \$ 18,500                    | \$ 70,000                   |
| 4. Avg. cost per partial rehab             | \$ 6,918                  | \$ 5,178                  | \$ 4,608                     | \$ 5,000                    |
| 5. Avg. cost per special program           | \$ 7,945                  | \$ 60,000                 | \$ 11,500                    | \$ 11,500                   |
| <b>Effectiveness:</b>                      |                           |                           |                              |                             |
| 1. Private / public funding ratio          | 32.3%                     | 2.0%                      | 24.8%                        | 38.0%                       |
| 2. % nearby homes renovated                | 5.0%                      | 5.0%                      | 5.0%                         | 5.0%                        |
| 3. Staff costs as % of program costs       | 22.1%                     | 29.6%                     | 22.7%                        | 9.4%                        |
| 4. % of rehab completed on time            | 90.0%                     | 90.0%                     | 92.0%                        | 90.0%                       |

**Analysis:**

Personnel costs are down reflecting the hiring of a new Construction Officer after the retirement of a 20 year employee. Program costs are up due to the addition of the new Lead-Based Paint Program and the Neighborhood Stabilization Program grant from the Illinois Housing Development Authority as are the related Expenses by Fund. CDBG Loan Program costs are down as the program balance in this fund is declining and expenses are reduced accordingly.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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        | 0.90                      | 0.90                      | 0.95                      | 0.95                      | 0.95                         | 0.95                        | 0.00               |
| (1) Housing Prog. Officer       | 0.90                      | 0.90                      | 0.95                      | 0.95                      | 0.95                         | 0.95                        | 0.00               |
| Lead Prog Coord                 | 1.00                      | 1.00                      | 1.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| Office Asst II                  | 0.15                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| Admin. Secretary                | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
|                                 |                           |                           |                           |                           |                              |                             |                    |
| <b>(2) Total Staffing (fte)</b> | <b>2.95</b>               | <b>2.80</b>               | <b>2.90</b>               | <b>1.90</b>               | <b>1.90</b>                  | <b>1.90</b>                 | <b>0.00</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 183,146                   | 184,609                   | 178,642                   | 142,440                   | 142,440                      | 121,352                     | -15%               |
| <b>Supplies</b>                 | 4,426                     | 443                       | 1,077                     | 800                       | 1,300                        | 1,900                       | 138%               |
| <b>Services</b>                 | 27,591                    | 41,998                    | 27,082                    | 39,054                    | 40,554                       | 37,366                      | -4%                |
| <b>Other</b>                    | 94,714                    | 667,497                   | 439,127                   | 900                       | 900                          | 550                         | -39%               |
| <b>Programs</b>                 | 345,161                   | 409,724                   | 436,833                   | 838,436                   | 2,849,992                    | 1,790,067                   | 114%               |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | 29,436                    | 53,148                    | 53,233                    | 53,354                    | 53,354                       | 53,404                      | 0%                 |
| <b>Contingency</b>              | 11,793                    | 15,386                    | 66,297                    | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>696,267</b>            | <b>1,372,805</b>          | <b>1,202,291</b>          | <b>1,074,984</b>          | <b>3,088,540</b>             | <b>2,004,639</b>            | <b>86%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 9,716                     | 55,414                    | 44,260                    | 50,160                    | 52,460                       | 50,929                      | 2%                 |
| <b>Riverboat Gaming</b>         | -                         | 50,004                    | 50,004                    | 50,000                    | 50,000                       | 50,000                      | 0%                 |
| <b>CDBG</b>                     | 407,758                   | 332,265                   | 460,790                   | 707,882                   | 769,908                      | 713,572                     | 1%                 |
| <b>Lead Grant</b>               | 254,963                   | 901,002                   | 578,580                   | -                         | 128,400                      | 186,000                     | NEW                |
| <b>Nbhood Stabilize ARR</b>     | -                         | -                         | -                         | -                         | 1,820,830                    | 905,295                     | NEW                |
| <b>CDBG Loan Program</b>        | 23,830                    | 33,908                    | 68,657                    | 266,940                   | 266,942                      | 98,843                      | -63%               |
| <b>Com/Econ Dev Loan</b>        | -                         | 212                       | -                         | -                         | -                            | -                           | ---                |
| <b>Total Expense</b>            | <b>696,267</b>            | <b>1,372,805</b>          | <b>1,202,291</b>          | <b>1,074,982</b>          | <b>3,088,540</b>             | <b>2,004,639</b>            | <b>86%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                       |                           |                           |                              |                             |
| 1. Plan Reviews                      | 18                        | 57                        | 56                           | 56                          |
| 2. Building Permits Issued           | 2,851                     | 2,969                     | 2,916                        | 2,943                       |
| 3. Other (Specialty) Permits Issued  | 3                         | 87                        | 96                           | 92                          |
| 4. Food service permits issued       | 317                       | 308                       | 303                          | 300                         |
| <b>Workload:</b>                     |                           |                           |                              |                             |
| 1. Value of Planned Work Review      | 46,686,232                | 29,225,341                | 23,656,021                   | 26,440,681                  |
| 2. Construction inspections          | 3,976                     | 2,557                     | 2,310                        | 2,425                       |
| 3. Other Building Insp/Site Visits   | 31                        | 37                        | 18                           | 28                          |
| 4. Food service inspections          | 444                       | 385                       | 370                          | 400                         |
| 5. Other Health Site Visits          | 210                       | 225                       | 240                          | 250                         |
| <b>Productivity:</b>                 |                           |                           |                              |                             |
| 1. Unrecovered Cost Plan Reviews     | \$ 12                     | \$ 0                      | \$ 0                         | \$ 0                        |
| 2. Unrecovered cost Const. Inspectns | \$193 (est)               | \$275 (est)               | \$165 (est)                  | \$165 (est)                 |
| 3. cost other Bldg Insp/Site Visits  | \$454 (est)               | \$701 (est)               | \$371 (est)                  | \$413 (est)                 |
| 4. Cost per food service inspection  | \$ 59                     | \$ 70                     | \$ 72                        | \$ 68                       |
| 5. Cost per other health site visits | \$ 62                     | \$ 55                     | \$ 50                        | \$ 52                       |
| <b>Effectiveness:</b>                |                           |                           |                              |                             |
| 1. Plans reviewed within 10 days     | 90%                       | 80%                       | 75%                          | 75%                         |
| 2. Permits issued within 1 day       | 96%                       | 96%                       | 95%                          | 95%                         |
| 3. Construction inspections 24 hours | 99%                       | 99%                       | 99%                          | 99%                         |
| 4. Health Reinspections Required     | 15%                       | 15%                       | 15%                          | 12%                         |

**Analysis:**

Limited changes in costs are associated with vacant positions (retirements) that will not be filled at the high end of the pay scale.

| <b>Staffing:</b>                        | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Building Official                   | 1.00                      | 1.00                      | 0.85                      | 0.85                      | 0.85                         | 0.85                        | 0.00               |
| (3) Plum/Elec/Mech<br>Housing Inspector | 3.00                      | 3.00                      | 3.00                      | 3.00                      | 3.00                         | 3.00                        | 0.00               |
| (1) Health Inspector                    | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (1) Office Assistant III                | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| <b>(6) Total Staffing (fte)</b>         | <b>6.00</b>               | <b>6.00</b>               | <b>5.85</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>                        | 384,791                   | 394,746                   | 395,495                   | 410,167                   | 410,167                      | 405,152                     | -1%                |
| <b>Supplies</b>                         | 2,964                     | 1,146                     | 984                       | 1,475                     | 1,475                        | 1,475                       | 0%                 |
| <b>Services</b>                         | 38,964                    | 171,917                   | 139,428                   | 35,786                    | 35,786                       | 34,831                      | -3%                |
| <b>Other</b>                            | 2,753                     | 4,722                     | 3,605                     | 4,950                     | 4,950                        | 4,350                       | -12%               |
| <b>Programs</b>                         | -                         | -                         | 45,000                    | -                         | -                            | -                           | ---                |
| <b>Capital</b>                          | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>                     | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                        | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>                      | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>                | <b>429,472</b>            | <b>572,531</b>            | <b>584,512</b>            | <b>452,378</b>            | <b>452,378</b>               | <b>445,808</b>              | <b>-1%</b>         |
| <b>Expense by Fund:</b>                 |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>                     | 394,653                   | 555,304                   | 581,747                   | 452,378                   | 452,378                      | 445,808                     | -1%                |
| <b>CDBG</b>                             | 34,819                    | 17,227                    | 2,765                     | -                         | -                            | -                           | ---                |
| <b>Total Expense</b>                    | <b>429,472</b>            | <b>572,531</b>            | <b>584,512</b>            | <b>452,378</b>            | <b>452,378</b>               | <b>445,808</b>              | <b>-1%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|---|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                            |                           |                           |                              |                             |
| 1. Rental Property Applications           | 190                       | 177                       | 124                          | 151                         |
| 2. Rental Complaints                      | 581                       | 798                       | 390                          | 594                         |
| 3. Property Maintenance Complaints        | 354                       | 224                       | 180                          | 202                         |
| 4. Nuisance complaints received           | 420                       | 301                       | 374                          | 338                         |
| <b>Workload:</b>                          |                           |                           |                              |                             |
| 1. Initial Inspections (Random Exteriors) | 771                       | 83                        | -                            | 41                          |
| 2. Compliance Inspections                 | N/A                       | N/A                       | N/A                          | N/A                         |
| 3. Property Maintenance Inspections       | 2,056                     | 1,810                     | 1,372                        | 1,591                       |
| 4. Nuisance Inspections                   | 420                       | 301                       | 374                          | 338                         |
| <b>Productivity:</b>                      |                           |                           |                              |                             |
| 1. Cost per rental inspection             | \$ 50                     | \$ 50                     | \$ 55                        | \$ 55                       |
| 2. Cost per rental complaint              | tbd                       | tbd                       | tbd                          | tbd                         |
| 3. Cost per property maint complaint      | \$ 50                     | \$ 50                     | \$ 55                        | \$ 55                       |
| 4. Cost per nuisance complaint            | \$ 50                     | \$ 50                     | \$ 55                        | \$ 55                       |
| <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                       | 91                        | 86                        | 74                           | 80                          |

**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 increase in Personnel Costs reflects a transfer of the Weed Abatement function and position from PW to CED. The increase in Supplies reflects costs that have previously been borne by the General Fund due to underfunding in the CDBG allocation. The increase in Services reflects attorney costs associated with Code Enforcement that were previously paid by HR.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Building Official               | 0.00                      | 0.15                      | 0.15                      | 0.15                      | 0.15                         | 0.15                        | 0.00               |
| (3) Housing Inspector           | 3.00                      | 3.00                      | 3.00                      | 3.00                      | 3.00                         | 3.00                        | 0.00               |
| (1) Nuisance Inspector          | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 1.00                        | 1.00               |
| (1) Office Assistant II         | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| <b>(5) Total Staffing (fte)</b> | <b>4.00</b>               | <b>4.15</b>               | <b>4.15</b>               | <b>4.15</b>               | <b>4.15</b>                  | <b>5.15</b>                 | <b>1.00</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 192,443                   | 204,682                   | 240,016                   | 245,813                   | 245,813                      | 321,118                     | 31%                |
| <b>Supplies</b>                 | 433                       | 2,976                     | 1,768                     | 7,353                     | 7,353                        | 11,121                      | 51%                |
| <b>Services</b>                 | 15,761                    | 34,285                    | 12,642                    | 23,717                    | 23,717                       | 43,371                      | 83%                |
| <b>Other</b>                    | 68                        | 955                       | 647                       | 3,671                     | 3,671                        | 2,490                       | -32%               |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>208,705</b>            | <b>242,898</b>            | <b>255,073</b>            | <b>280,554</b>            | <b>280,554</b>               | <b>378,100</b>              | <b>35%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 9,471                     | 60,839                    | 61,406                    | 53,701                    | 53,701                       | 97,079                      | 81%                |
| <b>CDBG</b>                     | 199,234                   | 182,059                   | 193,667                   | 226,853                   | 226,853                      | 281,021                     | 24%                |
| <b>Total Expense</b>            | <b>208,705</b>            | <b>242,898</b>            | <b>255,073</b>            | <b>280,554</b>            | <b>280,554</b>               | <b>378,100</b>              | <b>35%</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 1.2 million dollars.

Complete strategic planning and establish resource development plan.

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

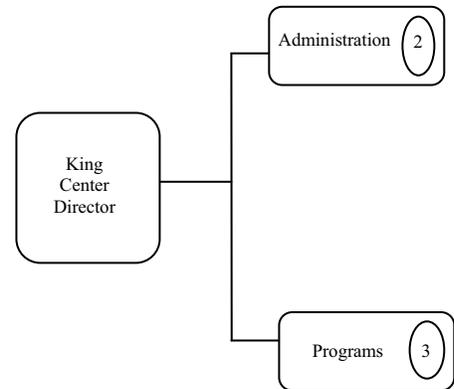
Maintain comprehensive program services to youth utilizing input from residents and other human service organizations.

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; tax preparation for qualified individual and families; and social and volunteer activities for senior citizens. Financial activity is recorded in the Activity Fund (901) and the DHS Fund (906).

The major activity for FY 2011 will be renovation and expansion of the King Center. The project will begin in Spring of 2010 with an end date to be determined. Final designs will be completed in March with bids being let and approved in April. The King Center will add 6,100 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 2010. The goal for this campaign is 1.2 million dollars reaching a total goal of 3.6 million dollars.

The King Center will monitor state funding as it was decreased by 30% last year and there are potential cuts looming in the state's next fiscal year. Local funding sources have remained consistent and have increased in some cases allowing quality services to be maintained.

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

The King Center will see expenses increase 2% overall for FY 2011. The majority of this increase will be due to the scheduled beginning of construction of the expansion and renovation. Personnel costs will rise by 21% as we increase FTE's by 2.83 by removing employees from employment services and placing them on city payroll services. This also accounts for the 53% decrease in services. This will result in an overall savings. Supplies costs are expected to rise 17% due to recreational needs and food for the programs. The other category is likely to increase by 26% (\$8,905) for facility rental services (gym) and other services related to enhancing current programs.

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

| <b>Staffing:</b>                 | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                      | 2.00                      | 2.00                         | 2.00                        | 0.00               |
| (1) Human Services II            | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) After Schl Prgm Asst         | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.53                        | 0.53               |
| (7) After School Tutor           | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 1.01                        | 1.01               |
| (1) MLK Camp Cook                | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.14                        | 0.14               |
| (1) MLK Camp Cook Asst           | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.14                        | 0.14               |
| (7) MLK Camp Counselor           | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 1.01                        | 1.01               |
| <b>(22) Total Staffing (fte)</b> | <b>6.00</b>               | <b>6.00</b>               | <b>6.00</b>               | <b>5.00</b>               | <b>5.00</b>                  | <b>7.83</b>                 | <b>2.83</b>        |
| <b>Expense:</b>                  |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                 | 324,566                   | 329,887                   | 335,697                   | 323,873                   | 323,873                      | 391,891                     | 21%                |
| <b>Supplies</b>                  | 49,774                    | 37,340                    | 51,925                    | 44,077                    | 44,077                       | 61,795                      | 40%                |
| <b>Services</b>                  | 192,930                   | 190,683                   | 294,736                   | 306,688                   | 306,688                      | 144,354                     | -53%               |
| <b>Other</b>                     | 38,386                    | 24,552                    | 26,284                    | 34,850                    | 34,850                       | 43,755                      | 26%                |
| <b>Programs</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                   | -                         | 5,480                     | -                         | 2,540,000                 | 275,922                      | 2,837,628                   | 12%                |
| <b>Debt service</b>              | -                         | -                         | 26,954                    | 120,525                   | 120,525                      | 122,550                     | 2%                 |
| <b>Transfers</b>                 | 47,004                    | -                         | -                         | 170,525                   | 170,525                      | -                           | -100%              |
| <b>Contingency</b>               | -                         | -                         | -                         | 250,000                   | -                            | 250,000                     | 0%                 |
| <b>Total Department</b>          | <b>652,660</b>            | <b>587,942</b>            | <b>735,596</b>            | <b>3,790,538</b>          | <b>1,276,460</b>             | <b>3,851,973</b>            | <b>2%</b>          |
| <b>Expense by Fund:</b>          |                           |                           |                           |                           |                              |                             |                    |
| <b>King Center</b>               | 172,734                   | 178,250                   | 175,967                   | 228,711                   | 228,711                      | 164,353                     | -28%               |
| <b>Facility Improve</b>          | -                         | -                         | 98,344                    | 2,859,500                 | 345,422                      | 2,958,128                   | 3%                 |
| <b>Gaming</b>                    | -                         | -                         | -                         | 120,525                   | 120,525                      | -                           | -100%              |
| <b>Capital</b>                   | 47,004                    | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>              | -                         | -                         | 19,630                    | 120,525                   | 120,525                      | 122,550                     | 2%                 |
| <b>Activity Fund</b>             | 182,673                   | 192,670                   | 216,134                   | 239,819                   | 239,819                      | 427,219                     | 78%                |
| <b>DHS Fund</b>                  | 250,249                   | 217,022                   | 225,521                   | 221,458                   | 221,458                      | 179,723                     | -19%               |
| <b>Total Expense</b>             | <b>652,660</b>            | <b>587,942</b>            | <b>735,596</b>            | <b>3,790,538</b>          | <b>1,276,460</b>             | <b>3,851,973</b>            | <b>2%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|---|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                          |                           |                           |                              |                             |
| 1. Authorized personnel                 | 1.10                      | 1.10                      | 1.10                         | 1.10                        |
| 2. Department budget                    | 188,803.00                | 301,449.00                | 833,966.00                   | 3,401,733.00                |
| 3. Press release opportunities          | 62                        | 63                        | 63                           | 62                          |
| 4. Tenant requests for maintenance      | 7                         | 7                         | 10                           | 5                           |
| <b>Workload:</b>                        |                           |                           |                              |                             |
| 1. Activities hosted/participants       | 41,012                    | 26,289                    | 25,000                       | 25,000                      |
| 2. Press releases developed             | 62                        | 63                        | 62                           | 62                          |
| 3. Maintenance requests completed       | 24                        | 16                        | 10                           | 10                          |
| <b>Productivity:</b>                    |                           |                           |                              |                             |
| 1. Avg cost per participant             | \$ 248.00                 | \$ 209.00                 | \$ 179.00                    | \$ 179.00                   |
| 2. Avg cost per press release           | \$ 6.23                   | \$ 6.48                   | \$ 6.61                      | \$ 6.61                     |
| 3. Cost of maintenance activities       | \$ 53,400.00              | \$ 58,600.00              | \$ 60,000.00                 | \$ 61,000.00                |
| <b>Effectiveness:</b>                   |                           |                           |                              |                             |
| 1. Admin as % of total budget           | 32.0%                     | 88.0%                     | 65.0%                        | 88.0%                       |
| 2. Participant/ targeted populous ratio | 100.0%                    | 100.0%                    | 100.0%                       | 100.0%                      |
| 3. Cost per sq. ft.                     | \$ 11.67                  | \$ 12.35                  | \$ 17.42                     | \$ 22.00                    |

**Analysis:**

Administrative costs will increase by 2% overall. Personnel will increase by 3% due to insurance and merit increases. Services will decrease 43% only due to moving employment services costs to personnel. Supplies will have a small decrease of \$3,050.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Director                    | 0.60                      | 0.60                      | 0.60                      | 0.55                      | 0.55                         | 0.55                        | 0.00               |
| Human Services I                | 0.40                      | 0.15                      | 0.15                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (1) Office Asst. III            | 0.70                      | 0.35                      | 0.35                      | 0.60                      | 0.60                         | 0.60                        | 0.00               |
| <b>(2) Total Staffing (fte)</b> | <b>1.70</b>               | <b>1.10</b>               | <b>1.10</b>               | <b>1.15</b>               | <b>1.15</b>                  | <b>1.15</b>                 | <b>0.00</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| Personnel                       | 100,892                   | 104,084                   | 107,509                   | 82,925                    | 82,925                       | 85,626                      | 3%                 |
| Supplies                        | 14,458                    | 803                       | 3,630                     | 6,200                     | 6,200                        | 3,150                       | -49%               |
| Services                        | 60,719                    | 77,229                    | 160,268                   | 176,319                   | 176,319                      | 101,064                     | -43%               |
| Other                           | 1,367                     | 1,250                     | 3,088                     | 1,550                     | 1,550                        | 1,715                       | 11%                |
| Programs                        | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| Capital                         | -                         | 5,480                     | -                         | 2,540,000                 | 275,922                      | 2,837,628                   | 12%                |
| Debt service                    | -                         | -                         | 26,954                    | 120,525                   | 120,525                      | 122,550                     | 2%                 |
| Transfers                       | 47,004                    | -                         | -                         | 170,525                   | 170,525                      | -                           | -100%              |
| Contingency                     | -                         | -                         | -                         | 250,000                   | -                            | 250,000                     | 0%                 |
| <b>Total Cost Center</b>        | <b>224,440</b>            | <b>188,846</b>            | <b>301,449</b>            | <b>3,348,044</b>          | <b>833,966</b>               | <b>3,401,733</b>            | <b>2%</b>          |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| King Center Fund                | 172,734                   | 178,250                   | 175,967                   | 228,711                   | 228,711                      | 164,353                     | -28%               |
| Facility Improv                 | -                         | -                         | 98,344                    | 2,859,500                 | 345,422                      | 2,958,128                   | 3%                 |
| Gaming                          | -                         | -                         | -                         | 120,525                   | 120,525                      | -                           | -100%              |
| Capital Improv                  | 47,004                    | -                         | -                         | -                         | -                            | -                           | ---                |
| Debt service                    | -                         | -                         | 19,630                    | 120,525                   | 120,525                      | 122,550                     | 2%                 |
| Activity Fund                   | 4,702                     | 10,596                    | 7,508                     | 18,783                    | 18,783                       | 156,702                     | 734%               |
| Dept of Human Svcs              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Expense</b>            | <b>224,440</b>            | <b>188,846</b>            | <b>301,449</b>            | <b>3,348,044</b>          | <b>833,966</b>               | <b>3,401,733</b>            | <b>2%</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.

| Service Indicators:                      | Actual<br>2007/08 | Actual<br>2008/09 | Estimated<br>2009/10 | Proposed<br>2010/11 |
|--|-------------------|-------------------|----------------------|---------------------|
| <b>Demand:</b>                           |                   |                   |                      |                     |
| 1. Current funding sources               | 14                | 15                | 15                   | 15                  |
| 2. New funding sources gained            | 1                 | 0                 | 0                    | 0                   |
| 3. Applications for new admissions       | 886               | 1,065             | 1,200                | 1,300               |
| 4. Programs to be reviewed               | 13                | 13                | 13                   | 13                  |
| <b>Workload:</b>                         |                   |                   |                      |                     |
| 1. Renewal applications submitted        | 7                 | 7                 | 7                    | 7                   |
| 2. New applications submitted            | 1                 | 4                 | 1                    | 2                   |
| 3. Program reviews completed             | 12                | 12                | 12                   | 12                  |
| 4. Number of participants (unduplicated) | 7,943             | 26,289            | 27,000               | 27,000              |
| <b>Productivity:</b>                     |                   |                   |                      |                     |
| 1. Avg cost per grant/funding source     | \$ 249.22         | \$ 175.62         | \$ 175.94            | \$ 175.94           |
| 2. Avg cost per intake (admission)       | \$ 14.98          | \$ 13.32          | \$ 13.85             | \$ 13.85            |
| 3. Avg cost per program review           | \$ 25.76          | \$ 34.25          | \$ 35.00             | \$ 35.00            |
| 4. Avg cost per participant              | \$ 13.70          | \$ 13.04          | \$ 13.11             | \$ 13.11            |
| <b>Effectiveness:</b>                    |                   |                   |                      |                     |
| 1. % of funding requests received        | 100%              | 90%               | 80%                  | 80%                 |
| 2. % of program reviews completed        | 100%              | 100%              | 100%                 | 100%                |
| 3. % of new admissions accepted          | 95%               | 90%               | 90%                  | 90%                 |
| 4. % of prog maintaining 85% attendance  | 100%              | 100%              | 100%                 | 100%                |
| 5. Staff costs as % of program costs     | 63%               | 63%               | 65%                  | 65%                 |

**Analysis:**

The King Center projects an overall 2% increase in the Sponsored Programs cost center. The largest change will be in the services category as costs from employment services are transferred to personnel as seasonal and temporary employees are incorporated into the city payroll system eliminating administrative costs. Conversely, there is a 27% increase in personnel due to this transfer. Supplies will increase by 27% as food costs are expected to rise while additional supplies will be needed for the youth programs.

| <b>Staffing:</b>                 | <b>Actual 2006/07</b> | <b>Actual 2007/08</b> | <b>Actual 2008/09</b> | <b>Budget 2009/10</b> | <b>Estimated 2009/10</b> | <b>Proposed 2010/11</b> | <b>Diff. (fte)</b> |
|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------|-------------------------|--------------------|
| Director                         | 0.40                  | 0.40                  | 0.40                  | 0.45                  | 0.45                     | 0.45                    | 0.00               |
| Office Asst III                  | 0.30                  | 0.65                  | 0.65                  | 0.40                  | 0.40                     | 0.40                    | 0.00               |
| (2) Human Services I             | 2.60                  | 2.85                  | 1.85                  | 2.00                  | 2.00                     | 2.00                    | 0.00               |
| (1) Human Services II            | 1.00                  | 1.00                  | 1.00                  | 1.00                  | 1.00                     | 1.00                    | 0.00               |
| (1) After Schl Prgrm Asst        | 0.00                  | 0.00                  | 0.00                  | 0.00                  | 0.00                     | 0.53                    | 0.53               |
| (7) After School Tutor           | 0.00                  | 0.00                  | 0.00                  | 0.00                  | 0.00                     | 1.01                    | 1.01               |
| (1) MLK Camp Cook                | 0.00                  | 0.00                  | 0.00                  | 0.00                  | 0.00                     | 0.14                    | 0.14               |
| (1) MLK Camp Cook Asst           | 0.00                  | 0.00                  | 0.00                  | 0.00                  | 0.00                     | 0.14                    | 0.14               |
| (7) MLK Camp Counselor           | 0.00                  | 0.00                  | 0.00                  | 0.00                  | 0.00                     | 1.01                    | 1.01               |
| <b>(20) Total Staffing (fte)</b> | <b>4.30</b>           | <b>4.90</b>           | <b>3.90</b>           | <b>3.85</b>           | <b>3.85</b>              | <b>6.68</b>             | <b>2.83</b>        |
| <b>Expense:</b>                  |                       |                       |                       |                       |                          |                         | <b>% Var</b>       |
| <b>Personnel</b>                 | 223,674               | 225,803               | 228,188               | 240,948               | 240,948                  | 306,265                 | 27%                |
| <b>Supplies</b>                  | 35,316                | 36,537                | 48,295                | 37,877                | 37,877                   | 58,645                  | 55%                |
| <b>Services</b>                  | 132,211               | 113,454               | 134,468               | 130,369               | 130,369                  | 43,290                  | -67%               |
| <b>Other</b>                     | 37,019                | 23,302                | 23,196                | 33,300                | 33,300                   | 42,040                  | 26%                |
| <b>Programs</b>                  | -                     | -                     | -                     | -                     | -                        | -                       | ---                |
| <b>Capital</b>                   | -                     | -                     | -                     | -                     | -                        | -                       | ---                |
| <b>Debt service</b>              | -                     | -                     | -                     | -                     | -                        | -                       | ---                |
| <b>Transfers</b>                 | -                     | -                     | -                     | -                     | -                        | -                       | ---                |
| <b>Contingency</b>               | -                     | -                     | -                     | -                     | -                        | -                       | ---                |
| <b>Total Cost Center</b>         | <b>428,220</b>        | <b>399,096</b>        | <b>434,147</b>        | <b>442,494</b>        | <b>442,494</b>           | <b>450,240</b>          | <b>2%</b>          |
| <b>Expense by Fund:</b>          |                       |                       |                       |                       |                          |                         |                    |
| <b>Activity Fund</b>             | 177,971               | 182,074               | 208,626               | 221,036               | 221,036                  | 270,517                 | 22%                |
| <b>DHS Fund</b>                  | 250,249               | 217,022               | 225,521               | 221,458               | 221,458                  | 179,723                 | -19%               |
| <b>Total Expense</b>             | <b>428,220</b>        | <b>399,096</b>        | <b>434,147</b>        | <b>442,494</b>        | <b>442,494</b>           | <b>450,240</b>          | <b>2%</b>          |



# ROCK ISLAND

## ILLINOIS



# POLICE DEPARTMENT

## Goals & Objectives

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

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

Continue support of the Mayor's Safer Community Task Force.

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

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.

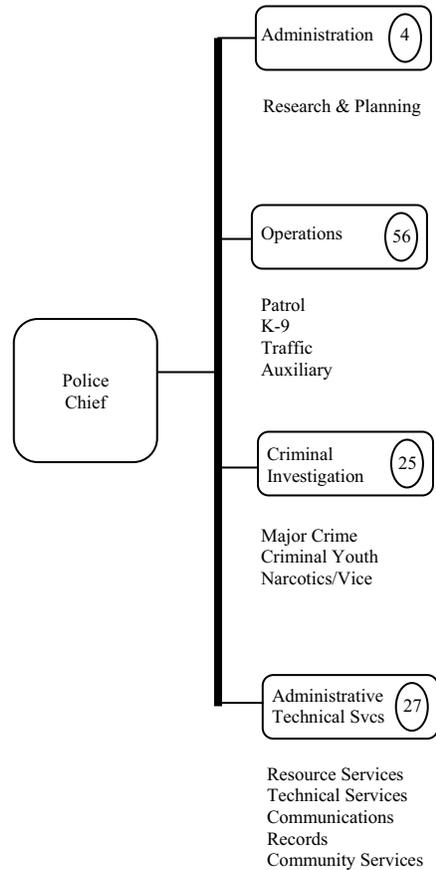
Provide support to the District, especially during special events that effect business owners and citizens of the community.

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

The Department, working with the Quad City Gang Task Force, the Department of Alcohol Tobacco and Firearms, the Quad City Metropolitan Enforcement Group, the Rock Island County State's Attorney's office, and the Iowa/Illinois Quad Cities United States Attorney's office, continues to obtain indictments for criminals involved in serious and violent crimes. Targeted special operations involving the Department's Narcotics / Vice Division and the above listed agencies will be undertaken during this fiscal year to address gang and drug activities within specific identified areas and to enhance the quality of life issues within those same neighborhoods. Some additional programs that are instrumental in the Department's community policing efforts include: the School Resource Officer (SRO) program, the Elderly Service Officer (ESO) program, the Housing Officer program, bicycle patrol, the Lights and Siren program, and the Law Enforcement 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 to further support Rock Island youth interest in the public safety field. The Department remains committed to these programs. However, as part of the budget process two Community Policing related programs, the Police Auxiliary and the Senior Volunteers have been cut. During FY 09-10 R.I. School District #41 increased their funding (an additional \$10,000) to help fund the School Resource Officer and this funding continues.

For FY 2010-2011, there is no change in the level of staffing; we continue to employ 112 employees (with 83 Sworn). However, hiring of two civilian positions, an Office Assistant II in the Juvenile Division and a Customer Service Assistant, remain frozen until final approval to hire is obtained. Arrangements with the Parks Department will again allow for the continued employment of one of the original COPS officers.

This year has seen many advances in the area of technology. We have completed the installation of Automated Vehicle Locators (A.V.Ls) and In-car Video recorders. Furthermore, through a grant from Senator Durbin's office we are moving forward on the purchase of an Automated Fingerprint Identification System and an Illinois Q.C. Firearms Training Simulator.

Revenue will see some changes in FY 10-11. Based on revenues received to date (FY 09-10), increases in revenue have been budgeted in the areas of Alarm System Permits, Illinois State Training Reimbursement, Gang Task Force Overtime Re-imbursement, ATF Overtime Re-imbursement for gun crimes worked in cooperation with ATF, Liquor Commission Fines, Trans Park Officer, Special Police Services, DUI Reimbursement, DUI Fine Law Fund, Court Supervision Fund, Federal Drug Fund, and CORA Violations. Revenues are anticipated to decrease in the area of Court Costs/Fees/Charges and Recovered Property Cash.

Some changes are also projected in grant related revenue for FY 10-11. Previous grants

including "Click it or Ticket" and "You Drink & Drive You Lose" campaign were combined into the Roadside Safety Grant (Holiday Mobilization +) for which \$12,210 was budgeted for FY 10-11; a slight increase from \$10,028 budgeted in FY 09-10. The Mini Alcohol Program (MAP) was re-instituted by the Illinois Department of Transportation for FY10-11 in which \$23,124 was allocated. Funding is no longer available for the Speed Enforcement Grant. The QC Dragoon Grant, which consists of re-imbusement of the overtime costs for investigations by police detectives in conjunction with the United States Attorneys Office, has decreased due to a lack of federal funding. In the U.S. Department of Justice fund, expenditures have decreased due to a complete reduction in Justice Assistance Grant funding which was awarded to only seven Illinois Cities based upon population. This revenue was used to partially support the salary of two police officers.

The Rock Island Police Department received \$150,000 through a Police Technology related grant from Senator Durbin's office, which will be used towards the purchase of a Firearms Training Simulator and Automated Fingerprint Identification System.

Spending from the State Drug fund has been increased for FY 10-11. This revenue is from moneys received through equitable sharing of proceeds from state drug related forfeiture cases and is expected to remain relatively unchanged from last year. Expenses consist of purchasing equipment utilized by the Narcotics Unit and the Emergency Response Team.

Federal Drug Funds are expected to increase from FY 09-10 based upon pending cases.

The Auxiliary fund, ESO Christmas Light Tour, and Senior Police Volunteer Program have all been eliminated for FY 10-11.

The DARE Contribution Fund is another roll over fund which will continue to be used by the School Resource Officer program.

Court Supervision fund expenditures, which are designated for vehicle maintenance, have been increased for FY 10-11. Money was rolled over from FY 09-10 and is being utilized this year for vehicle maintenance.

#### ***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<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|-----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Chief                         | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Deputy Chief                  | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 1.00                        | 1.00               |
| Captain                           | 3.00                      | 3.00                      | 3.00                      | 2.00                      | 2.00                         | 0.00                        | (2.00)             |
| (6) Lieutenant                    | 4.00                      | 4.00                      | 3.00                      | 4.00                      | 4.00                         | 6.00                        | 2.00               |
| (10) Sergeant                     | 11.00                     | 11.00                     | 12.00                     | 11.00                     | 11.00                        | 10.00                       | (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                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (12) Telecom                      | 12.00                     | 12.00                     | 12.00                     | 12.00                     | 12.00                        | 12.00                       | 0.00               |
| (1) Property Cust.                | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Pol. Criminalist              | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (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>                  | 8,576,107                 | 9,025,828                 | 9,433,379                 | 10,185,948                | 10,178,313                   | 10,706,592                  | 5%                 |
| <b>Supplies</b>                   | 126,890                   | 100,355                   | 130,453                   | 416,373                   | 396,373                      | 140,327                     | -66%               |
| <b>Services</b>                   | 948,681                   | 1,072,717                 | 1,151,229                 | 1,333,416                 | 1,315,416                    | 1,305,116                   | -2%                |
| <b>Other</b>                      | 13,668                    | 21,486                    | 11,221                    | 20,054                    | 20,054                       | 19,914                      | -1%                |
| <b>Programs</b>                   | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                    | 142,716                   | -                         | 11,000                    | -                         | 18,000                       | 150,000                     | NEW                |
| <b>Debt service</b>               | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Department</b>           | <b>9,808,062</b>          | <b>10,220,386</b>         | <b>10,737,282</b>         | <b>11,955,791</b>         | <b>11,928,156</b>            | <b>12,321,949</b>           | <b>3%</b>          |
| <b>Expense by Fund:</b>           |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>               | 9,619,587                 | 10,092,136                | 10,596,116                | 11,494,258                | 11,494,258                   | 12,032,499                  | 5%                 |
| <b>Riverboat Gaming</b>           | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>State Drug</b>                 | 19,913                    | 13,862                    | 53,294                    | 82,355                    | 80,355                       | 159,238                     | 93%                |
| <b>DUI Fine Law</b>               | 23,213                    | 13,370                    | 276                       | 235,826                   | 235,826                      | 9,026                       | -96%               |
| <b>Court Supervision</b>          | -                         | -                         | -                         | 18,000                    | -                            | 65,923                      | 266%               |
| <b>US Dept of Justice</b>         | 97,041                    | 34,655                    | 22,263                    | 56,700                    | 49,065                       | -                           | -100%              |
| <b>Federal Drug</b>               | -                         | 15,925                    | 26,800                    | 16,800                    | 16,800                       | 18,000                      | 7%                 |
| <b>DARE</b>                       | 1,176                     | 4,440                     | 3,405                     | 13,346                    | 13,346                       | 10,140                      | -24%               |
| <b>Police Contribution</b>        | 5,996                     | 3,171                     | 4,747                     | 5,765                     | 5,765                        | 5,700                       | -1%                |
| <b>Elderly Service</b>            | 27,698                    | 28,736                    | 23,706                    | 20,701                    | 20,701                       | 21,423                      | 3%                 |
| <b>Auxiliary</b>                  | 3,585                     | 4,386                     | 3,675                     | 7,740                     | 7,740                        | -                           | ---                |
| <b>ESO Christmas</b>              | 9,853                     | 9,705                     | 3,000                     | 4,300                     | 4,300                        | -                           | -100%              |
| <b>Total Expense</b>              | <b>9,808,062</b>          | <b>10,220,386</b>         | <b>10,737,282</b>         | <b>11,955,791</b>         | <b>11,928,156</b>            | <b>12,321,949</b>           | <b>3%</b>          |



ROCK ISLAND  
ILLINOIS

## Police Administration

### Program Description:

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

### Program Objectives:

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

| <b>Service Indicators:</b>          | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|-------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                      |                           |                           |                              |                             |
| 1. Authorized Personnel             | 112                       | 112                       | 112                          | 112                         |
| 2. Department Budget                | \$ 10,539,007             | \$ 10,956,116             | \$ 11,494,258                | \$ 12,032,809               |
| 3. Complaints Filed                 | 93                        | 80                        | 73                           | 82                          |
| 4. Special Events Requested         | 19                        | 14                        | 14                           | 16                          |
| <b>Productivity:</b>                |                           |                           |                              |                             |
| 1. Complaints Investigated          | 93                        | 80                        | 73                           | 82                          |
| 2. Special Event Operation Orders   | 19                        | 14                        | 14                           | 16                          |
| 3. Administrative Reports Processed | 941                       | 1,726                     | 1,578                        | 1,415                       |
| <b>Effectiveness:</b>               |                           |                           |                              |                             |
| 1. Admin. As % of Dept. Budget      | 2.0%                      | 3.1%                      | 2.2%                         | 3.3%                        |
| 2. % of Complaints Sustained        | 35.5%                     | 47.5%                     | 34.7%                        | 39.2%                       |
| 3. Department Cost Per Capita       | \$ 265.57                 | \$ 276.08                 | \$ 289.64                    | \$ 303.22                   |
| 4. UCR Part I Crime Totals          | 2,463                     | 2,387                     | 2,103                        | 2,318                       |
| 5. UCR Violent Crime Totals         | 441                       | 429                       | 394                          | 421                         |

**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. The Department was re-organized in FY 2008/09 and again in FY 2009/10 establishing an appointed Deputy Chief position and making the Office of Professional Standards a Lieutenant's position. Personnel Costs increased 49%, which can be attributed to the appointment of a Deputy Chief of Police and Lieutenant to the Administration cost center. This area also saw a 10% increase in other, specifically in the area of Journals, Representation, Dues, and Promotions, which can be attributed to the appointment and consolidation of the Deputy Chief of Police, previously a Captain in Field Operations, to Administration. Supplies decreased 31% due to a one time expenditure of office furniture in FY 09-10 for the administrative secretary.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Chief                       | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Deputy Chief                | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 1.00                        | 1.00               |
| (1) Lieutenant                  | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 1.00                         | 1.00                        | 1.00               |
| Sergeant                        | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 0.00                         | 0.00                        | (1.00)             |
| (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>(4) 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>4.00</b>                 | <b>1.00</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 285,915                   | 291,301                   | 377,893                   | 333,551                   | 333,551                      | 496,423                     | 49%                |
| <b>Supplies</b>                 | 10,077                    | 8,712                     | 9,599                     | 16,486                    | 16,486                       | 11,410                      | -31%               |
| <b>Services</b>                 | 214,713                   | 278,798                   | 312,916                   | 302,765                   | 302,765                      | 293,023                     | -3%                |
| <b>Other</b>                    | 4,913                     | 4,746                     | 4,958                     | 7,100                     | 7,100                        | 7,775                       | 10%                |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>515,618</b>            | <b>583,557</b>            | <b>705,366</b>            | <b>659,902</b>            | <b>659,902</b>               | <b>808,631</b>              | <b>23%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 515,618                   | 583,557                   | 705,366                   | 659,902                   | 659,902                      | 808,631                     | 23%                |
| <b>Total Expense</b>            | <b>515,618</b>            | <b>583,557</b>            | <b>705,366</b>            | <b>659,902</b>            | <b>659,902</b>               | <b>808,631</b>              | <b>23%</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, personnel/time management and technology.
- Increase our Speakers Bureau Presentations to enhance our Community Policing efforts and increase awareness of crime prevention and efforts that can be undertaken by citizens to minimize their effect.
- Increase the use of Bike and Foot Patrols to enhance our Community Policing efforts.
- Enhance the role of the Traffic Division in the investigation of serious traffic accidents and in the enforcement of traffic laws.

| <b>Service Indicators:</b>             | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                         |                           |                           |                              |                             |
| 1. F.O.B. Calls for Service            | 47,200                    | 47,317                    | 32,897                       | 42,994                      |
| 2. F.O.B. Police Service Activities    | 102,029                   | 96,780                    | 88,900                       | 93,932                      |
| 3. Reported Crime                      | 4,744                     | 4,299                     | 3,802                        | 4,259                       |
| 4. Traffic/Radar Stops                 | 11,783                    | 10,905                    | 10,058                       | 10,915                      |
| 5. Speakers Bureau Presentation        | 50                        | 44                        | 97                           | 64                          |
| <b>Workload:</b>                       |                           |                           |                              |                             |
| 1. F.O.B. Respond to Calls for Service | 47,200                    | 47,317                    | 32,897                       | 42,994                      |
| 2. F.O.B. Police Service Activities    | 102,029                   | 96,780                    | 88,900                       | 93,932                      |
| 3. F.O.B. Felony/Misdemeanor Arrests   | 3,446                     | 3,317                     | 3,069                        | 3,277                       |
| 4. Traffic Citations Issued            | 9,038                     | 8,857                     | 7,105                        | 8,333                       |
| 5. Spkrs Bureau Presentations          | 50                        | 44                        | 97                           | 64                          |
| <b>Productivity:</b>                   |                           |                           |                              |                             |
| 1. Costs per Call for Service          | \$17.67                   | \$17.55                   | \$26.98                      | \$21.73                     |
| 2. Costs per Police Service Activities | \$10.36                   | \$10.87                   | \$12.65                      | \$12.60                     |
| 3. Hrly cost Proactive/Prvntive Patrol | \$44.88                   | \$44.68                   | \$47.75                      | \$50.26                     |
| <b>Effectiveness:</b>                  |                           |                           |                              |                             |
| 1. Change Part I Violent Crime % (+/-) | 16%                       | -3%                       | -8%                          | 7%                          |
| 2. Change Part I UCR Offenses % (+/-)  | 5%                        | -3%                       | -12%                         | 10%                         |
| 3. % offenses cleared by patrol arrest | 73%                       | 77%                       | 81%                          | 77%                         |
| 4. % traffic citations issued v. stops | 77%                       | 81%                       | 71%                          | 76%                         |
| 5. % Speakers Bureau Rqst Attended     | 100%                      | 100%                      | 97%                          | 98%                         |

## 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, loss of the Auxiliary program, and re-assigning two patrol officers to the investigation division to address crime through special assignments and other innovative means. Supplies have decreased due to last year's one time purchase of In Car Video Cameras. Expense from the DUI Fine Law has decreased due to the purchase of In Car Video systems in FY 09/10. Court Supervision expenditures, which are designated for vehicle maintenance, have been increased for FY 10/11. Money was rolled over from FY 09/10 and is being utilized this year for vehicle maintenance. A reduction of 100% was seen in funding for the U.S. Department of Justice Edward Byrne Grant in that the State of Illinois had only seven local government units eligible for direct funding. The State Drug Prevention Fund is once again being used to support our drug enforcement efforts in costs associated with overtime to serve drug search warrants and conduct drug investigations. In the past when the State Drug Fund became low our overtime costs were switched to the General Fund. The ESO Holiday Lights Tour has been discontinued. Previous funding for the tour was through business and individual contributions.

| <b>Staffing:</b>                 | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain                          | 0.95                      | 0.95                      | 0.95                      | 0.95                      | 0.95                         | 0.00                        | (0.95)             |
| (3) Lieutenant                   | 2.85                      | 2.85                      | 2.85                      | 2.85                      | 2.85                         | 3.00                        | 0.15               |
| (6) Sergeant                     | 6.00                      | 6.00                      | 6.00                      | 6.00                      | 6.00                         | 6.00                        | 0.00               |
| (47) Officer                     | 49.00                     | 49.00                     | 49.00                     | 49.00                     | 49.00                        | 47.00                       | (2.00)             |
| Cust. Serv Assistant             | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| <b>(56) Total Staffing (fte)</b> | <b>58.80</b>              | <b>58.80</b>              | <b>58.80</b>              | <b>58.80</b>              | <b>58.80</b>                 | <b>56.00</b>                | <b>(2.80)</b>      |
| <b>Expense:</b>                  |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                 | 4,634,689                 | 5,079,235                 | 5,411,202                 | 5,584,041                 | 5,576,406                    | 5,691,097                   | 2%                 |
| <b>Supplies</b>                  | 32,224                    | 32,421                    | 10,745                    | 244,033                   | 244,033                      | 17,245                      | -93%               |
| <b>Services</b>                  | 369,758                   | 411,829                   | 436,635                   | 505,953                   | 487,953                      | 514,597                     | 2%                 |
| <b>Other</b>                     | 8,793                     | 12,823                    | 4,212                     | 5,815                     | 5,815                        | 5,360                       | -8%                |
| <b>Programs</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                   | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>               | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>         | <b>5,045,464</b>          | <b>5,536,308</b>          | <b>5,862,794</b>          | <b>6,339,842</b>          | <b>6,314,207</b>             | <b>6,228,299</b>            | <b>-2%</b>         |
| <b>Expense by Fund:</b>          |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>              | 4,923,926                 | 5,446,891                 | 5,808,947                 | 6,039,980                 | 6,039,980                    | 6,095,792                   | 1%                 |
| <b>DUI Fine Law</b>              | 23,213                    | 13,370                    | 276                       | 235,826                   | 235,826                      | 9,026                       | -96%               |
| <b>Court Supervision</b>         | -                         | -                         | -                         | 18,000                    | -                            | 65,923                      | 266%               |
| <b>US Dept of Justice</b>        | 54,778                    | 34,435                    | 22,118                    | 15,270                    | 7,635                        | -                           | ---                |
| <b>State Drug Prevention</b>     | -                         | -                         | -                         | -                         | -                            | 30,435                      | NEW                |
| <b>Police Contributions</b>      | 5,996                     | 3,171                     | 4,747                     | 5,765                     | 5,765                        | 5,700                       | -1%                |
| <b>ESO Contributions</b>         | 27,698                    | 28,736                    | 23,706                    | 20,701                    | 20,701                       | 21,423                      | 3%                 |
| <b>RI Auxiliary</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>ESO Xmas Tour</b>             | 9,853                     | 9,705                     | 3,000                     | 4,300                     | 4,300                        | -                           | ---                |
| <b>Total Expense</b>             | <b>5,045,464</b>          | <b>5,536,308</b>          | <b>5,862,794</b>          | <b>6,339,842</b>          | <b>6,314,207</b>             | <b>6,228,299</b>            | <b>-2%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|---------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                        |                           |                           |                              |                             |
| 1. Patrol hours required              | 368                       | 859                       | 823                          | 0                           |
| 2. Special event hours scheduled      | 351                       | 348                       | 271                          | 0                           |
| 3. Training hours scheduled           | 590                       | 525                       | 397                          | 0                           |
| 4. Auxiliary personnel                | 15                        | 15                        | 13                           | 0                           |
| <b>Workload:</b>                      |                           |                           |                              |                             |
| 1. Patrol hours worked                | 368                       | 859                       | 823                          | 0                           |
| 2. Special event hours worked         | 351                       | 348                       | 271                          | 0                           |
| 3. In-service training hours received | 590                       | 525                       | 397                          | 0                           |
| <b>Productivity:</b>                  |                           |                           |                              |                             |
| 1. Cost per hour                      | \$25.22                   | \$19.82                   | \$19.11                      | \$0.00                      |
| 2. Cost per auxiliary personnel       | \$2,091.27                | \$2,288.27                | \$2,191.85                   | \$0.00                      |
| <b>Effectiveness:</b>                 |                           |                           |                              |                             |
| 1. Avg. patrol hours per member       | 25                        | 57                        | 55                           | 0                           |
| 2. Avg. special event hrs per member  | 23                        | 23                        | 18                           | 0                           |
| 3. Avg. training hours per member     | 35                        | 35                        | 27                           | 0                           |

**Analysis:**

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

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain                         | 0.05                      | 0.05                      | 0.05                      | 0.02                      | 0.02                         | 0.00                        | (0.02)             |
| Lieutenant                      | 0.15                      | 0.15                      | 0.15                      | 0.15                      | 0.15                         | 0.00                        | (0.15)             |
| <b>(0) Total Staffing (fte)</b> | <b>0.20</b>               | <b>0.20</b>               | <b>0.20</b>               | <b>0.17</b>               | <b>0.17</b>                  | <b>0.00</b>                 | <b>(0.17)</b>      |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 22,514                    | 23,673                    | 24,126                    | 24,054                    | 24,054                       | -                           | -100%              |
| <b>Supplies</b>                 | 1,386                     | 1,693                     | 1,894                     | 2,940                     | 2,940                        | -                           | -100%              |
| <b>Services</b>                 | 2,193                     | 5,846                     | 4,211                     | 1,000                     | 1,000                        | -                           | -100%              |
| <b>Other</b>                    | 160                       | 157                       | -                         | 500                       | 500                          | -                           | -100%              |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ----               |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ----               |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ----               |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ----               |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ----               |
| <b>Total Cost Center</b>        | <b>26,253</b>             | <b>31,369</b>             | <b>30,231</b>             | <b>28,494</b>             | <b>28,494</b>                | <b>-</b>                    | <b>-100%</b>       |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 22,668                    | 26,983                    | 26,556                    | 20,754                    | 20,754                       | -                           | -100%              |
| <b>Auxiliary</b>                | 3,585                     | 4,386                     | 3,675                     | 7,740                     | 7,740                        | -                           | -100%              |
| <b>Total Expense</b>            | <b>26,253</b>             | <b>31,369</b>             | <b>30,231</b>             | <b>28,494</b>             | <b>28,494</b>                | <b>-</b>                    | <b>-100%</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. One detective is assigned as liaison with A.T.F. to prosecute persons in conjunction with the U.S. Attorney's Office. As part of the continued community policing efforts, this division provides speakers to citizen groups and civic organizations and gives informative talks on a variety of topics that fall under the scope of criminal investigations. Furthermore, this division works closely with the Patrol Division to conduct pro-active, preventive activities to address neighborhood concerns. One Lieutenant, one Sergeant, seven Detectives, one Police Criminalist, and one Office Assistant III staff this cost center.

### Program Objectives:

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

| Service Indicators:                   | Actual<br>2007/08 | Actual<br>2008/09 | Estimated<br>2009/10 | Proposed<br>2010/11 |
|---------------------------------------|-------------------|-------------------|----------------------|---------------------|
| <b>Demand:</b>                        |                   |                   |                      |                     |
| 1. Cases Assigned                     | 1,167             | 1,159             | 970                  | 1,099               |
| 2. Burglaries Reported                | 734               | 771               | 660                  | 722                 |
| 3. Firearms Seized / Recovered        | 111               | 96                | 92                   | 100                 |
| 4. Crime Scenes Processed             | 87                | 85                | 126                  | 99                  |
| 5. Latent Print Comparison Requests   | 126               | 163               | 171                  | 153                 |
| <b>Workload:</b>                      |                   |                   |                      |                     |
| 1. Cases Completed                    | 1,167             | 1,159             | 970                  | 1,099               |
| 2. Burglary Cases Assigned            | 168               | 163               | 141                  | 157                 |
| 3. Firearm Trace Forms Sent To ATF    | 58                | 85                | 60                   | 54                  |
| 4. Crime Scenes Processed             | 87                | 85                | 126                  | 99                  |
| 5. Latent Print Comparisons Completed | 126               | 163               | 171                  | 153                 |
| <b>Productivity:</b>                  |                   |                   |                      |                     |
| 1. Cost / Case Assignment             | \$ 511.38         | \$ 504.97         | \$ 717.23            | \$ 684.73           |
| 2. Overtime Cost / Case Assignment    | \$ 16.10          | \$ 24.11          | \$ 24.70             | \$ 21.64            |
| 3. Cost of Trace Form Submissions     | \$ 1,195.13       | \$ 927.18         | \$ 1,236.24          | \$ 1,119.52         |
| 4. Cost / Crime Scene Processed       | \$ 517.00         | \$ 599.00         | \$ 569.00            | \$ 561.00           |
| 5. Cost / Print Compared              | \$ 71.00          | \$ 62.00          | \$ 84.00             | \$ 72.00            |
| <b>Effectiveness:</b>                 |                   |                   |                      |                     |
| 1. % Cases Cleared other than M.S.    | 80%               | 95%               | 92%                  | 89%                 |
| 2. % Burglary Cases Cleared           | 14%               | 10%               | 11%                  | 12%                 |
| 3. % Firearm Traces Submitted         | 52%               | 47%               | 65%                  | 55%                 |
| 4. % Crime Scenes Processed           | 100%              | 100%              | 100%                 | 100%                |
| 5. % Latent Prints Identified         | 79%               | 60%               | 71%                  | 70%                 |

**Analysis:**

The staffing change is a result of the reorganization. The Captain's position was changed to the Deputy Chief and placed in the Administrative Division. The decrease in Supplies is due to a one time purchase of tools purchased last fiscal year and postponing the replacement of a digital camera and office furniture. The increase in services is the result of increased costs in automotive rental and the addition of a cell phone for the criminalist. The new expense is the purchase of an Automated Fingerprint Identification System purchased with a police technology grant obtained with the assistance of Senator Durbin. The primary causes of the increase in the General Fund expense are personnel costs associated with severance.

| <b>Staffing:</b>                 | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain                          | 0.40                      | 0.40                      | 0.40                      | 0.40                      | 0.40                         | 0.00                        | (0.40)             |
| (1) Lieutenant                   | 0.00                      | 0.00                      | 0.00                      | 0.40                      | 0.40                         | 0.40                        | 0.00               |
| (1) Sergeant                     | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (7) Detective                    | 6.85                      | 6.85                      | 6.85                      | 7.00                      | 7.00                         | 7.00                        | 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>10.80</b>              | <b>10.80</b>                 | <b>10.40</b>                | <b>(0.40)</b>      |
| <b>Expense:</b>                  |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                 | 862,428                   | 910,744                   | 952,571                   | 1,127,354                 | 1,127,354                    | 1,193,796                   | 6%                 |
| <b>Supplies</b>                  | 2,058                     | 1,472                     | 19,188                    | 3,705                     | 3,705                        | 2,675                       | -28%               |
| <b>Services</b>                  | 36,960                    | 43,140                    | 54,172                    | 70,441                    | 70,441                       | 80,281                      | 14%                |
| <b>Other</b>                     | 1,040                     | 768                       | 847                       | 1,049                     | 1,049                        | 1,049                       | 0%                 |
| <b>Programs</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                   | -                         | -                         | -                         | -                         | 18,000                       | 42,000                      | NEW                |
| <b>Debt service</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>               | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>         | <b>902,486</b>            | <b>956,124</b>            | <b>1,026,778</b>          | <b>1,202,549</b>          | <b>1,220,549</b>             | <b>1,319,801</b>            | <b>10%</b>         |
| <b>Expense by Fund:</b>          |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>              | 902,486                   | 956,124                   | 1,026,788                 | 1,202,549                 | 1,220,549                    | 1,319,801                   | 10%                |
| <b>Total Expense</b>             | <b>902,486</b>            | <b>956,124</b>            | <b>1,026,788</b>          | <b>1,202,549</b>          | <b>1,220,549</b>             | <b>1,319,801</b>            | <b>10%</b>         |

## Narcotics/Vice

### Program Description:

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

### Program Objectives:

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

| <b>Service Indicators:</b>           | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                       |                           |                           |                              |                             |
| 1. Cases Assigned                    | 256                       | 244                       | 363                          | 288                         |
| 2. Search Warrants Applied For       | 82                        | 68                        | 92                           | 81                          |
| 3. Informant/Drug Purchase Costs     | \$2,235                   | \$1,775                   | \$2,965                      | \$2,325                     |
| <b>Workload:</b>                     |                           |                           |                              |                             |
| 1. Cases Completed                   | 221                       | 205                       | 272                          | 233                         |
| 2. Search Warrants Served            | 82                        | 65                        | 83                           | 77                          |
| 3. Drug Buys                         | 83                        | 118                       | 118                          | 106                         |
| <b>Productivity:</b>                 |                           |                           |                              |                             |
| 1. Cost Per Case Assignment          | \$845.22                  | \$1,019.08                | \$769.10                     | \$1,225.11                  |
| 2. Overtime Cost Per Case Assignment | \$95.58                   | \$119.73                  | \$75.74                      | \$97.02                     |
| 3. Purchase Cost Per Drug Buy        | \$26.93                   | \$15.04                   | \$25.13                      | \$22.37                     |
| <b>Effectiveness:</b>                |                           |                           |                              |                             |
| 1. % Cases Cleared                   | 86.3%                     | 84.0%                     | 74.9%                        | 81.7%                       |
| 2. % of Search Warrants Obtained     | 100.0%                    | 95.6%                     | 90.2%                        | 95.3%                       |
| 3. Arrests Per Search Completed      | 1.3                       | 1.6                       | 2                            | 1.6                         |

## Analysis:

The staffing change is a result of the reorganization. The Captain's position was changed to Deputy Chief and transferred to Administrative. Two officers positions were transferred from patrol to Narcotics to address neighborhood problems using innovative measures and special assignments. Personnel cost have increased due to wages and benefits associated with the addition of two additional officers which were added as a special projects team. Their function is to augment Narcotics /Vice investigations. The increase in Supplies is primarily due to the purchase of the Firearm Training Simulator purchased with funds from a Police Technology Grant made possible by Senator Durbin. The increase in General Fund expense is due to the increased personnel costs. The increase in the State Drug Fund is the result of the purchase of the Firearms Training Simulator and the Automated Fingerprint Identification System.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain                         | 0.30                      | 0.30                      | 0.30                      | 0.30                      | 0.30                         | 0.00                        | (0.30)             |
| Lieutenant                      | 0.00                      | 0.00                      | 0.00                      | 0.30                      | 0.30                         | 0.30                        | 0.00               |
| (1) Sergeant                    | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| Detective                       | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (6) Officer                     | 4.00                      | 4.00                      | 4.00                      | 4.00                      | 6.00                         | 6.00                        | 2.00               |
| Office Assistant III            | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
|                                 |                           |                           |                           |                           |                              |                             |                    |
| <b>(7) Total Staffing (fte)</b> | <b>5.30</b>               | <b>5.30</b>               | <b>5.30</b>               | <b>5.60</b>               | <b>7.60</b>                  | <b>7.30</b>                 | <b>1.70</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 410,656                   | 493,992                   | 514,452                   | 584,220                   | 584,220                      | 755,288                     | 29%                |
| <b>Supplies</b>                 | 2,299                     | 7,407                     | 37,419                    | 62,615                    | 42,615                       | 71,358                      | 14%                |
| <b>Services</b>                 | 41,991                    | 44,060                    | 43,605                    | 53,903                    | 53,903                       | 53,805                      | 0%                 |
| <b>Other</b>                    | (2,645)                   | -                         | -                         | 200                       | 200                          | 200                         | 0%                 |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | 11,000                    | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>452,301</b>            | <b>545,459</b>            | <b>606,476</b>            | <b>700,938</b>            | <b>680,938</b>               | <b>880,651</b>              | <b>26%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 432,388                   | 515,672                   | 526,382                   | 601,783                   | 601,783                      | 739,830                     | 23%                |
| <b>State Drug</b>               | 19,913                    | 13,862                    | 53,294                    | 82,355                    | 62,355                       | 122,791                     | 49%                |
| <b>Federal Drug</b>             | -                         | 15,925                    | 26,800                    | 16,800                    | 16,800                       | 18,000                      | 7%                 |
| <b>Total Expense</b>            | <b>452,301</b>            | <b>545,459</b>            | <b>606,476</b>            | <b>700,938</b>            | <b>680,938</b>               | <b>880,621</b>              | <b>26%</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 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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                         |                           |                           |                              |                             |
| 1. Cases Assigned                      | 814                       | 755                       | 722                          | 764                         |
| 2. Arrests/Apprehensions/Contacts      | 876                       | 937                       | 800                          | 871                         |
| 3. Number of Students Enrolled         | N/A                       | 3,807                     | 4,470                        | 4,139                       |
| <b>Workload:</b>                       |                           |                           |                              |                             |
| 1. Cases Completed                     | 814                       | 755                       | 722                          | 764                         |
| 2. Juveniles Referred-court/YSB/etc.   | 116                       | 136                       | 99                           | 117                         |
| 3. Number of Students Taught by SRO    | N/A                       | 3,807                     | 4,470                        | 4,139                       |
| <b>Productivity:</b>                   |                           |                           |                              |                             |
| 1. Cost Per Case Assignment            | \$ 241.59                 | \$ 245.11                 | \$ 331.06                    | \$ 316.52                   |
| 2. Overtime Cost Per Assignment        | \$ 4.70                   | \$ 9.77                   | \$ 13.81                     | \$ 9.43                     |
| 3. Cost Per Student Taught             | N/A                       | \$ 22.28                  | \$ 18.98                     | \$ 23.59                    |
| <b>Effectiveness:</b>                  |                           |                           |                              |                             |
| 1. % Cases Cleared other than M.S.     | 99%                       | 99%                       | 98%                          | 98%                         |
| 2. % Juveniles Referred-court/YSB/etc. | 13%                       | 15%                       | 12%                          | 15%                         |
| 3. % of Students Taught                | N/A                       | 100.0%                    | 100.0%                       | 100%                        |

**Analysis:**

The staffing change is a result of the reorganization. The Captain's position was changed to Deputy Chief and transferred to Administrative. Supplies have decreased due postponing purchase of chairs. Services have decreased due to a decrease in automotive rental. Service charges for auto vehicle locator(s) were budgeted under the State Drug fund. The reduction of expense in the DARE fund is due to the elimination of the DARE camp. The Cost per number of students taught by the SRO increased as a result of the increased salary for the new SRO combined with the estimated reduction in number of students taught.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain                         | 0.30                      | 0.30                      | 0.30                      | 0.30                      | 0.30                         | 0.00                        | (0.30)             |
| (1) Lieutenant                  | 0.00                      | 0.00                      | 0.00                      | 0.30                      | 0.30                         | 0.30                        | 0.00               |
| (1) Sergeant                    | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (4) Detective                   | 4.15                      | 4.15                      | 4.00                      | 4.00                      | 4.00                         | 4.00                        | 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>7.30</b>               | <b>7.60</b>               | <b>7.60</b>                  | <b>7.30</b>                 | <b>(0.30)</b>      |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 661,208                   | 649,178                   | 609,369                   | 754,992                   | 754,992                      | 780,147                     | 3%                 |
| <b>Supplies</b>                 | 1,155                     | 228                       | 1,205                     | 1,750                     | 1,750                        | 1,465                       | -16%               |
| <b>Services</b>                 | 43,932                    | 27,346                    | 27,207                    | 63,668                    | 63,668                       | 48,060                      | -25%               |
| <b>Other</b>                    | 302                       | 1,356                     | 359                       | 3,825                     | 3,825                        | 3,835                       | 0%                 |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>706,597</b>            | <b>678,108</b>            | <b>638,140</b>            | <b>824,235</b>            | <b>824,235</b>               | <b>833,507</b>              | <b>1%</b>          |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 705,421                   | 673,668                   | 634,735                   | 810,889                   | 810,889                      | 821,183                     | 1%                 |
| <b>State Drug Fund</b>          | -                         | -                         | -                         | -                         | -                            | 2,184                       | NEW                |
| <b>DARE</b>                     | 1,176                     | 4,440                     | 3,405                     | 13,346                    | 13,346                       | 10,140                      | -24%               |
| <b>Total Expense</b>            | <b>706,597</b>            | <b>678,108</b>            | <b>638,140</b>            | <b>824,235</b>            | <b>824,235</b>               | <b>833,507</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.

| Service Indicators:                 | Actual<br>2007/08 | Actual<br>2008/09 | Estimated<br>2009/10 | Proposed<br>2010/11 |
|-------------------------------------|-------------------|-------------------|----------------------|---------------------|
| <b>Demand:</b>                      |                   |                   |                      |                     |
| 1. Stray animal complaints          | 1,350             | 1,339             | 1,328                | 1,339               |
| 2. Animal bite complaints           | 83                | 88                | 82                   | 84                  |
| 3. Barking dog complaints           | 261               | 185               | 252                  | 233                 |
| 4. Cruelty to animal complaints     | 47                | 33                | 16                   | 32                  |
| 5. Abandoned vehicle complaints     | 1,018             | 1,006             | 1,093                | 1,039               |
| <b>Workload:</b>                    |                   |                   |                      |                     |
| 1. Animals complaints processed     | 2,969             | 2,511             | 2,536                | 2,672               |
| 2. Animals picked up                | 893               | 830               | 905                  | 876                 |
| 3. Citations issued ref. animals    | 412               | 302               | 248                  | 321                 |
| 4. Vehicles processed               | 1,018             | 1,006             | 1,093                | 1,039               |
| 5. Vehicles towed                   | 110               | 68                | 86                   | 88                  |
| 6. Citations issued ref. vehicles   | 236               | 195               | 173                  | 201                 |
| <b>Productivity:</b>                |                   |                   |                      |                     |
| 1. Avg. cost of animal complaint    | \$11.30           | \$12.69           | \$15.63              | \$15.14             |
| 2. Avg. cost of animal pickup       | \$3.40            | \$4.20            | \$5.58               | \$4.97              |
| 3. Avg. cost for vehicle processed  | \$50.63           | \$46.32           | \$51.29              | \$52.70             |
| 4. Avg. cost of vehicle tow         | \$5.47            | \$3.13            | \$4.04               | \$4.46              |
| <b>Effectiveness:</b>               |                   |                   |                      |                     |
| 1. % Animals adopted                | 13.10%            | 16.50%            | 17.58%               | 15.72%              |
| 2. % Animals euthanized             | 53.19%            | 22.63%            | 19.22%               | 31.68%              |
| 3. % Animals returned to owner      | 36.28%            | 10.61%            | 9.97%                | 18.95%              |
| 4. % Citations issued ref. animals  | 13.88%            | 12.03%            | 9.78%                | 12.00%              |
| 5. % Vehicles moved by owner        | 89.19%            | 92.45%            | 88.20%               | 89.94%              |
| 6. % Citations issued ref. vehicles | 23.18%            | 19.38%            | 15.83%               | 19.38%              |

**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. Supplies have been reduced by 9% due to a purchase in FY 09-10 of a Remington Rifle for tranquilizing animals, while Services have decreased by 8% in the reduction of telephone line charges.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain                         | 0.24                      | 0.24                      | 0.24                      | 0.24                      | 0.24                         | 0.00                        | (0.24)             |
| Lieutenant                      | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.24                        | 0.24               |
| Sergeant                        | 0.16                      | 0.21                      | 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               |
| <b>(3) Total Staffing (fte)</b> | <b>3.40</b>               | <b>3.45</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>                | 187,251                   | 200,117                   | 188,583                   | 223,932                   | 223,932                      | 228,277                     | 2%                 |
| <b>Supplies</b>                 | 432                       | 991                       | 1,295                     | 1,687                     | 1,687                        | 1,535                       | -9%                |
| <b>Services</b>                 | 29,545                    | 35,725                    | 30,713                    | 44,951                    | 44,951                       | 41,499                      | -8%                |
| <b>Other</b>                    | 70                        | 469                       | 70                        | 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>217,298</b>            | <b>237,302</b>            | <b>220,661</b>            | <b>270,640</b>            | <b>270,640</b>               | <b>271,381</b>              | <b>0%</b>          |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 217,298                   | 237,302                   | 220,661                   | 270,640                   | 270,640                      | 271,381                     | 0%                 |
| <b>Police Contributions</b>     | -                         | -                         | -                         | -                         | -                            | -                           | 0%                 |
| <b>Total Expense</b>            | <b>217,298</b>            | <b>237,302</b>            | <b>220,661</b>            | <b>270,640</b>            | <b>270,640</b>               | <b>271,381</b>              | <b>0%</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.

### 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<br>2007/08 | Actual<br>2008/09 | Estimated<br>2009/10 | Proposed<br>2010/11 |
|---|-------------------|-------------------|----------------------|---------------------|
| <b>Demand:</b>                            |                   |                   |                      |                     |
| 1. Misdemeanor arrests                    | 5,304             | 5,521             | 4,768                | 4,921               |
| 2. Ordinance tickets issued               | 1,155             | 1,095             | 1,229                | 1,154               |
| 3. Traffic tickets issued                 | 9,038             | 8,857             | 7,106                | 7,493               |
| 4. Alarm responses                        | 861               | 956               | 871                  | 902                 |
| 5. Trial notifications requested          | 6,255             | 7,190             | 6,184                | 6,231               |
| 6. Total Department members               | 112               | 112               | 112                  | 112                 |
| 7. # SPVP & civilian volunteers           | 28                | 28                | 20                   | 0                   |
| <b>Workload:</b>                          |                   |                   |                      |                     |
| 1. Misdemeanor arrests filed              | 952               | 925               | 775                  | 882                 |
| 2. Ordinance arrests filed                | 1,107             | 999               | 981                  | 1,052               |
| 3. Traffic court cases handled            | 8,955             | 8,784             | 7,014                | 7,404               |
| 4. Trial notifications prepared           | 6,255             | 7,190             | 6,184                | 6,231               |
| 5. False alarms                           | 651               | 733               | 702                  | 707                 |
| 6. Scheduled training hours               | 10,548            | 9,509             | 7,675                | 9,719               |
| 7. Total volunteer hours                  | 1,876             | 1,828             | 440                  | -                   |
| <b>Productivity:</b>                      |                   |                   |                      |                     |
| 1. Avg. cost per misdemeanor arrest       | \$ 9.78           | \$ 10.58          | \$ 13.78             | \$ 12.19            |
| 2. Avg. cost per ordinance arrest         | \$ 12.61          | \$ 14.69          | \$ 16.33             | \$ 15.33            |
| 3. Avg. cost per traffic court case       | \$ 2.60           | \$ 2.79           | \$ 3.81              | \$ 3.63             |
| 4. Avg. cost per false alarm citation     | \$ 7.15           | \$ 6.68           | \$ 7.61              | \$ 7.60             |
| 5. Avg. cost per training hours           | \$ 4.35           | \$ 1.84           | \$ 2.90              | \$ 2.07             |
| 6. Avg. hours per volunteer               | 66                | 65                | 22                   | -                   |
| <b>Effectiveness:</b>                     |                   |                   |                      |                     |
| 1. Misdemeanors filed vs. arrests         | 18%               | 17%               | 16%                  | 18%                 |
| 2. Ordinance violations filed vs. arrests | 96%               | 91%               | 80%                  | 91%                 |
| 3. Traffic cases vs. arrests              | 99%               | 99%               | 99%                  | 99%                 |
| 4. Alarm letters vs. responses            | 76%               | 77%               | 81%                  | 78%                 |
| 5. Training as % of total budget          | 0.468%            | 0.592%            | 0.752%               | 0.727%              |
| 6. Training hours per employee            | 94.2              | 84.9              | 68.5                 | 86.8                |
| 7. % total hours worked by volunteers     | 0.80%             | 0.78%             | 0.19%                | 0.00%               |

**Analysis:**

Resource Services is responsible for continually monitoring the needs of the department and staying abreast of changes in training programs. The Administrative Technical Services Bureau Commander was previously staffed by a Captain, which through re-structuring, is now staffed by a Lieutenant. Resource Services was also responsible for the Senior Police Volunteer Program, which will be eliminated in FY 10-11, resulting in an 18% decrease in promotions. 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. \$108,000 in capital has been budgeted for FY 10-11 as a result of the announced Grant Funding for a Firearms Training Simulator.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain                         | 0.24                      | 0.24                      | 0.24                      | 0.24                      | 0.24                         | 0.00                        | (0.24)             |
| (1) Lieutenant                  | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.24                        | 0.24               |
| (1) Sergeant                    | 0.84                      | 0.29                      | 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>2.53</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>                | 470,089                   | 225,383                   | 214,765                   | 319,969                   | 319,969                      | 313,692                     | -2%                |
| <b>Supplies</b>                 | 14,574                    | 25,400                    | 29,265                    | 26,771                    | 26,771                       | 25,685                      | -4%                |
| <b>Services</b>                 | 127,687                   | 147,537                   | 161,187                   | 191,008                   | 191,008                      | 176,729                     | -7%                |
| <b>Other</b>                    | 75                        | 469                       | 400                       | 550                       | 550                          | 450                         | -18%               |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | 108,000                     | NEW                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>612,425</b>            | <b>398,789</b>            | <b>405,617</b>            | <b>538,298</b>            | <b>538,298</b>               | <b>624,556</b>              | <b>16%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 612,425                   | 398,789                   | 405,617                   | 538,298                   | 538,298                      | 624,556                     | 16%                |
| <b>Police Contributions</b>     | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Expense</b>            | <b>612,425</b>            | <b>398,789</b>            | <b>405,617</b>            | <b>538,298</b>            | <b>538,298</b>               | <b>624,556</b>              | <b>16%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|---------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                        |                           |                           |                              |                             |
| 1. Enhanced 911 Calls                 | 34,860                    | 34,855                    | 32,297                       | 34,004                      |
| 2. Calls for service (police)         | 51,004                    | 47,317                    | 33,468                       | 43,930                      |
| 3. Police service activities          | 102,029                   | 96,780                    | 88,900                       | 95,903                      |
| 4. Fire/EMS calls                     | 5,056                     | 5,056                     | 6,106                        | 5,406                       |
| <b>Workload:</b>                      |                           |                           |                              |                             |
| 1. Total 911 calls                    | 34,860                    | 34,855                    | 32,297                       | 34,004                      |
| 2. Total CFS/PSA                      | 153,033                   | 144,097                   | 122,368                      | 139,833                     |
| 3. LEADS entries and inquiries        | 193,094                   | 193,893                   | 169,026                      | 185,338                     |
| 4. CAD activities                     | 148,162                   | 144,995                   | 125,880                      | 139,679                     |
| <b>Productivity:</b>                  |                           |                           |                              |                             |
| 1. Cost per 911 call                  | \$ 6.44                   | \$ 6.48                   | \$ 7.63                      | \$ 6.95                     |
| 2. Cost per call for service          | \$ 2.88                   | \$ 3.12                   | \$ 4.82                      | \$ 3.52                     |
| 3. Cost per LEADS entry/inquiry       | \$ 1.30                   | \$ 1.30                   | \$ 1.63                      | \$ 1.42                     |
| 4. Cost per CAD activity              | \$ 1.63                   | \$ 1.68                   | \$ 2.11                      | \$ 1.82                     |
| <b>Effectiveness:</b>                 |                           |                           |                              |                             |
| 1. Fire/EMS vs % of total calls       | 14.50%                    | 14.51%                    | 18.91%                       | 15.97%                      |
| 2. Calls for service vs % of total    | 27.15%                    | 26.44%                    | 21.64%                       | 25.08%                      |
| 3. Avg. entries/inquiries per telecom | 16,091                    | 16,158                    | 14,086                       | 10,086                      |
| 4. Avg. CAD activities per telecom    | 12,347                    | 12,083                    | 10,490                       | 7,528                       |

## Analysis:

The Communications Center responds to all requests for service that are received by radio and telephone for both the police and fire departments. Calls for service in part due to consolidated Computer Aided Dispatching (CAD) and the manner in which nature codes relating to calls for service are now classified. Prior to consolidated CAD, each agency had different nature codes for in-service and out of service activities. With the consolidation, several previous codes utilized by the Police Department have been eliminated. In June of 2009, the Communications Supervisor position was changed from sworn to civilian. Supplies have decreased by 93% due to the one time major expenditure for the purchase of Mobile Data Terminals and In-Car Video Systems. An increase of 15% (\$30.00) was seen in the other category as dues for the communications supervisor for OSSI were raised.

| <b>Staffing:</b>                 | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain                          | 0.16                      | 0.16                      | 0.16                      | 0.16                      | 0.16                         | 0.00                        | (0.16)             |
| Sergeant                         | 0.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 0.00                        | (1.00)             |
| Lieutenant                       | 0.68                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.16                        | 0.16               |
| (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>13.16</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>                 | 723,902                   | 794,725                   | 800,462                   | 822,566                   | 822,566                      | 830,549                     | 1%                 |
| <b>Supplies</b>                  | 52,273                    | 7,494                     | 12,066                    | 51,115                    | 51,115                       | 3,600                       | -93%               |
| <b>Services</b>                  | 68,042                    | 61,208                    | 56,101                    | 74,422                    | 74,422                       | 74,393                      | 0%                 |
| <b>Other</b>                     | -                         | -                         | -                         | 195                       | 195                          | 225                         | 15%                |
| <b>Programs</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                   | 142,716                   | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>               | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>         | <b>986,933</b>            | <b>863,427</b>            | <b>868,629</b>            | <b>948,298</b>            | <b>948,298</b>               | <b>908,767</b>              | <b>-4%</b>         |
| <b>Expense by Fund:</b>          |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>              | 944,670                   | 863,207                   | 868,484                   | 906,868                   | 906,868                      | 908,767                     | 0%                 |
| <b>Gaming</b>                    | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>USDOJ Grant</b>               | 42,263                    | 220                       | 145                       | 41,430                    | 41,430                       | -                           | -100%              |
| <b>Total Expense</b>             | <b>986,933</b>            | <b>863,427</b>            | <b>868,629</b>            | <b>948,298</b>            | <b>948,298</b>               | <b>908,767</b>              | <b>-4%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|---|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                          |                           |                           |                              |                             |
| 1. Fingerprints taken                   | 640                       | 787                       | 858                          | 762                         |
| 2. Evidence recovered                   | 5,799                     | 6,038                     | 5,785                        | 5,874                       |
| 3. Cases w/ digital photos              | 833                       | 1,000                     | 957                          | 1,395                       |
| <b>Workload:</b>                        |                           |                           |                              |                             |
| 1. Fingerprints filed                   | 640                       | 787                       | 858                          | 762                         |
| 2. Evidence processed                   | 5,799                     | 6,038                     | 5,785                        | 5,874                       |
| 3. Cases w/ digital photos printed      | 84                        | 276                       | 210                          | 285                         |
| <b>Productivity:</b>                    |                           |                           |                              |                             |
| 1. Avg. cost of fingerprints taken      | \$ 5.13                   | \$ 3.71                   | \$ 4.25                      | \$ 4.74                     |
| 2. Avg. cost of evidence processed      | \$ 6.64                   | \$ 5.43                   | \$ 6.68                      | \$ 6.62                     |
| 3. Cost of printing photos from case    | \$ 23.52                  | \$ 77.28                  | \$ 58.80                     | \$ 79.80                    |
| <b>Effectiveness:</b>                   |                           |                           |                              |                             |
| 1. % of sex offender fingerprints taken | 53.4%                     | 50.2%                     | 56.4%                        | 53.3%                       |
| 2. % of evidence returned to owner      | 9.7%                      | 4.7%                      | 8.1%                         | 7.5%                        |
| 3. % of cases w/ photos printed         | \$ 10.10                  | \$ 27.60                  | 21.9%                        | 20.4%                       |

**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. Services have decreased 19% due to a reduction in telephone services. An increase of 100% (\$200) was seen in Taxes / Assessments for the Sex Offender Registration Fee which requires payment to the Sex Offender Management Board for each sex offender registered at the department. A fee is collected from each registrant to meet this requirement.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain                         | 0.24                      | 0.24                      | 0.24                      | 0.24                      | 0.24                         | 0.00                        | (0.24)             |
| Lieutenant                      | 0.20                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.24                        | 0.24               |
| Sergeant                        | 0.00                      | 0.14                      | 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>2.38</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>                | 132,162                   | 132,665                   | 123,267                   | 148,892                   | 148,892                      | 149,560                     | 0%                 |
| <b>Supplies</b>                 | 2,924                     | 13,599                    | 4,676                     | 5,038                     | 5,038                        | 4,804                       | -5%                |
| <b>Services</b>                 | 4,652                     | 4,742                     | 3,333                     | 4,753                     | 4,753                        | 3,840                       | -19%               |
| <b>Other</b>                    | 585                       | 323                       | -                         | 200                       | 200                          | 400                         | 100%               |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>140,323</b>            | <b>151,329</b>            | <b>131,276</b>            | <b>158,883</b>            | <b>158,883</b>               | <b>158,604</b>              | <b>0%</b>          |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 140,323                   | 151,329                   | 131,276                   | 158,883                   | 158,883                      | 158,604                     | 0%                 |
| <b>Total Expense</b>            | <b>140,323</b>            | <b>151,329</b>            | <b>131,276</b>            | <b>158,883</b>            | <b>158,883</b>               | <b>158,604</b>              | <b>0%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                           |                           |                           |                              |                             |
| 1. Police reports digitized              | 10,514                    | 21,130                    | 18,924                       | 16,856                      |
| 2. DUI cases                             | 311                       | 437                       | 397                          | 382                         |
| 3. Accident reports filed                | 1,536                     | 1,491                     | 1,373                        | 1,467                       |
| <b>Workload:</b>                         |                           |                           |                              |                             |
| 1. Digitized police reports sorted       | 10,514                    | 21,130                    | 18,924                       | 16,856                      |
| 2. DUI reimbursements filed              | 311                       | 437                       | 397                          | 382                         |
| 3. Accident reports entered              | 1,536                     | 1,491                     | 1,373                        | 1,467                       |
| 4. Volunteer hours worked                | 32                        | 50                        | -                            | 27                          |
| <b>Productivity:</b>                     |                           |                           |                              |                             |
| 1. Avg. cost of sorting digitized report | \$ 1.10                   | \$ 0.53                   | \$ 0.71                      | \$ 0.40                     |
| 2. Avg. DUI reimbursement request        | \$ 90.41                  | \$ 90.74                  | \$ 102.40                    | \$ 94.52                    |
| 3. Avg. cost per accident report         | \$ 7.54                   | \$ 7.51                   | \$ 9.77                      | \$ 9.29                     |
| <b>Effectiveness:</b>                    |                           |                           |                              |                             |
| 1. % of digitized reports archived       | 100.0%                    | 100.0%                    | 100.0%                       | 100.0%                      |
| 2. DUI reimbursement revenue rcvd        | \$ 10,443                 | \$ 11,479                 | \$ 14,150                    | \$ 12,024                   |
| 3. Avg. accident rprts processed dly     | 5.9                       | 5.7                       | 5.3                          | 5.6                         |

**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. Supplies increased 160% (\$317) for purchase of a chair and office equipment for the front desk in an effort to maximize the available work space. Services has decreased 29% due to a reduction in telephone line charges.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain                         | 0.12                      | 0.12                      | 0.12                      | 0.12                      | 0.12                         | 0.00                        | (0.12)             |
| Lieutenant                      | 0.12                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.12                        | 0.12               |
| Sergeant                        | 0.00                      | 0.36                      | 0.36                      | 0.36                      | 0.36                         | 0.36                        | 0.00               |
| Officer                         | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| Court Liaison                   | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| Off Assistant III               | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (2) Off Assistant II            | 2.00                      | 2.00                      | 2.00                      | 2.00                      | 2.00                         | 2.00                        | 0.00               |
| Book Custodian                  | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (3) Cust. Serv Assistant        | 3.00                      | 3.00                      | 3.00                      | 3.00                      | 3.00                         | 3.00                        | 0.00               |
| <b>(5) Total Staffing (fte)</b> | <b>5.24</b>               | <b>5.48</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>                | 185,293                   | 224,815                   | 216,689                   | 262,377                   | 262,377                      | 267,793                     | 2%                 |
| <b>Supplies</b>                 | 7,462                     | 938                       | 3,081                     | 198                       | 198                          | 515                         | 160%               |
| <b>Services</b>                 | 3,291                     | 5,933                     | 4,286                     | 5,802                     | 5,802                        | 4,139                       | -29%               |
| <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>196,046</b>            | <b>231,686</b>            | <b>224,056</b>            | <b>268,377</b>            | <b>268,377</b>               | <b>272,447</b>              | <b>2%</b>          |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 196,046                   | 231,686                   | 224,056                   | 268,377                   | 268,377                      | 272,447                     | 2%                 |
| <b>Total Expense</b>            | <b>196,046</b>            | <b>231,686</b>            | <b>224,056</b>            | <b>268,377</b>            | <b>268,377</b>               | <b>272,447</b>              | <b>2%</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.

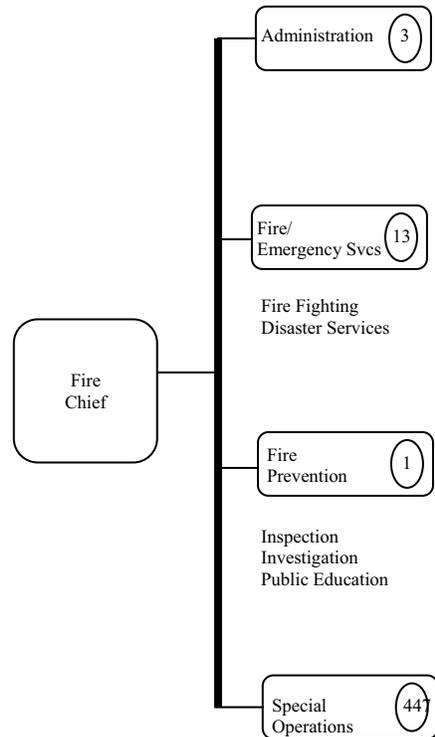
Develop and implement fire prevention and public education programs to increase public awareness, address hazardous situations and enhance fire safety in the home, schools, and workplace.

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, which house four fire engines, two ambulances, one light rescue vehicle and one command car. The Division provides for a continued efficient and effective workforce responding to structure/vehicle fires, technical rescue, hazardous materials response and other special operations type incidents, man-made or natural.

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

The 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<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                 | 38.00                     | 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>61.00</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>                 | 5,197,493                 | 5,603,514                 | 5,827,584                 | 6,361,526                 | 6,361,526                    | 6,739,449                   | 6%                 |
| <b>Supplies</b>                  | 96,714                    | 153,552                   | 140,856                   | 193,335                   | 193,335                      | 204,282                     | 6%                 |
| <b>Services</b>                  | 517,898                   | 690,254                   | 605,817                   | 547,362                   | 553,362                      | 625,613                     | 14%                |
| <b>Other</b>                     | 6,798                     | 6,650                     | 5,957                     | 11,115                    | 11,115                       | 10,201                      | -8%                |
| <b>Programs</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                   | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                 | 67,500                    | 130,008                   | 62,304                    | -                         | -                            | 93,950                      | NEW                |
| <b>Contingency</b>               | 982,162                   | 956,172                   | 974,686                   | 700,000                   | 700,000                      | 1,276,834                   | 82%                |
| <b>Total Department</b>          | <b>6,868,565</b>          | <b>7,540,150</b>          | <b>7,617,204</b>          | <b>7,813,338</b>          | <b>7,819,338</b>             | <b>8,950,329</b>            | <b>15%</b>         |
| <b>Expense by Fund:</b>          |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>              | 6,784,193                 | 7,371,442                 | 7,547,934                 | 7,770,338                 | 7,776,338                    | 8,829,355                   | 14%                |
| <b>Foreign Fire Tax</b>          | 16,872                    | 38,700                    | 6,966                     | 43,000                    | 43,000                       | 27,024                      | -37%               |
| <b>Capital Imp.</b>              | 67,500                    | 23,004                    | 46,500                    | -                         | -                            | -                           | ---                |
| <b>Gaming</b>                    | -                         | 107,004                   | 15,804                    | -                         | -                            | 93,950                      | NEW                |
| <b>Total Expense</b>             | <b>6,868,565</b>          | <b>7,540,150</b>          | <b>7,617,204</b>          | <b>7,813,338</b>          | <b>7,819,338</b>             | <b>8,950,329</b>            | <b>15%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                         |                           |                           |                              |                             |
| 1. Authorized personnel                | 61                        | 61                        | 61                           | 61                          |
| 2. Department budget                   | \$7,302,679               | \$7,617,204               | \$7,819,338                  | \$8,950,329                 |
| 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           | \$1,308,026,406           | \$1,398,295,764           | \$1,418,571,053              | \$1,439,140,333             |
|  |                           |                           |                              |                             |
| 1. Number of fire alarms               | 1,429                     | 1,617                     | 1,813                        | 1,800                       |
| 2. Number of EMS alarms                | 4,341                     | 4,798                     | 4,642                        | 4,800                       |
| 3. Fire training hours                 | 15,000                    | 12,480                    | 11,800                       | 11,000                      |
|  |                           |                           |                              |                             |
| 1. Average cost per station            | \$182,944                 | \$146,349                 | \$171,728                    | \$212,110                   |
| 2. Average cost per fire alarm         | \$109.79                  | \$85.75                   | \$77.57                      | \$88.23                     |
| 3. Average cost per EMS alarm          | \$36.14                   | \$28.90                   | \$30.30                      | \$33.09                     |
| 4. Average cost per training hour      | \$10.46                   | \$11.11                   | \$11.92                      | \$14.44                     |
|  |                           |                           |                              |                             |
| 1. % of Administration of total budget | 7.2%                      | 6.0%                      | 5.9%                         | 5.9%                        |
| 2. % of Stations of total budget       | 10.0%                     | 7.7%                      | 8.8%                         | 9.5%                        |
| 3. Fire insurance rating               | 4                         | 4                         | 4                            | 4                           |
| 4. Administrative cost per capita      | \$31.62                   | \$26.40                   | \$29.12                      | \$34.72                     |
| 5. Department cost per capita          | \$184.02                  | \$191.95                  | \$197.04                     | \$225.53                    |

**Analysis:**

The decrease in Supplies represents the budget savings efforts at the line item level, coupled with a decrease in Foreign Fire Tax expenditures in this cost center. The increase in Services is a result of the project to repair the drainage system in Central Fire Station's basement.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                     | 4.18                      | 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>9.16</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>                | 723,421                   | 807,947                   | 840,050                   | 941,926                   | 941,926                      | 1,024,368                   | 9%                 |
| <b>Supplies</b>                 | 19,872                    | 27,775                    | 19,913                    | 52,610                    | 52,610                       | 29,425                      | -44%               |
| <b>Services</b>                 | 138,741                   | 286,498                   | 140,854                   | 151,216                   | 157,216                      | 225,643                     | 49%                |
| <b>Other</b>                    | 3,022                     | 2,542                     | 3,908                     | 4,000                     | 4,000                        | 4,474                       | 12%                |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | 0%                 |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | 130,008                   | 42,900                    | -                         | -                            | 93,950                      | NEW                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>885,056</b>            | <b>1,254,770</b>          | <b>1,047,625</b>          | <b>1,149,752</b>          | <b>1,155,752</b>             | <b>1,377,860</b>            | <b>20%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 879,160                   | 1,112,301                 | 997,759                   | 1,118,552                 | 1,124,552                    | 1,271,886                   | 14%                |
| <b>Foreign Fire Tax</b>         | 5,896                     | 12,461                    | 6,966                     | 31,200                    | 31,200                       | 12,024                      | -61%               |
| <b>Riverboat Gaming</b>         | -                         | 107,004                   | -                         | -                         | -                            | 93,950                      | NEW                |
| <b>Capital</b>                  | -                         | 23,004                    | 42,900                    | -                         | -                            | -                           | ---                |
| <b>Total Expense</b>            | <b>885,056</b>            | <b>1,254,770</b>          | <b>1,047,625</b>          | <b>1,149,752</b>          | <b>1,155,752</b>             | <b>1,377,860</b>            | <b>20%</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.

| Service Indicators:                   | Actual<br>2007/08 | Actual<br>2008/09 | Estimated<br>2009/10 | Proposed<br>2010/11 |
|---------------------------------------|-------------------|-------------------|----------------------|---------------------|
| <b>Demand:</b>                        |                   |                   |                      |                     |
| 1. Total fire alarms                  | 1,429             | 1,617             | 1,813                | 1,700               |
| 2. Population/sq. miles served        | 39684 / 17        | 39684 / 17        | 39684 / 17           | 39684 / 17          |
| 3. Actual property value protected    | \$1,308,026,406   | \$1,398,295,764   | \$1,418,571,053      | \$1,439,140,333     |
| <b>Workload:</b>                      |                   |                   |                      |                     |
| 1. Avg number of personnel responding | 6.00              | 7.32              | 7.65                 | 7.50                |
| 2. Avg manhours per alarm             | 2.70              | 2.82              | 2.54                 | 2.80                |
| 3. Avg training hours per man         | 259               | 208               | 200                  | 190                 |
| <b>Productivity:</b>                  |                   |                   |                      |                     |
| 1. Avg cost per fire alarm            | \$105.79          | \$117.85          | \$105.44             | \$123.70            |
| 2. Avg cost per manhour               | \$39.18           | \$41.79           | \$41.51              | \$44.18             |
| 3. Avg training cost per man          | \$10,147.62       | \$8,692.32        | \$8,302.00           | \$8,394.20          |
| <b>Effectiveness:</b>                 |                   |                   |                      |                     |
| 1. Fire loss per capita               | \$34.99           | \$16.88           | \$29.25              | \$20.00             |
| 2. FF cost per capita                 | \$63.36           | \$67.59           | \$67.14              | \$67.00             |
| 3. Fire deaths/injuries - civilians   | 2/2               | 0/1               | 1/0                  | 0/0                 |
| 4. Fire deaths/injuries - personnel   | 0/2               | 0/4               | 0/1                  | 0/0                 |

**Analysis:**

The increase in the Supplies area relates to an increase in the maintenance budget for our SCBA equipment, normal replacement of hose and firefighting appliances, and the purchase of some calibration equipment for our 4-gas monitoring tools. The increase in the Services area is primarily due to an increase in automotive rental charges.

| <b>Staffing:</b>                 | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                  | 14.44                     | 14.44                     | 14.44                     | 14.44                     | 14.44                        | 14.44                       | 0.00               |
| (1) Battalion Chief              | 1.14                      | 1.14                      | 1.14                      | 1.14                      | 1.14                         | 1.14                        | 0.00               |
| <b>(13) Total Staffing (fte)</b> | <b>21.28</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>                 | 2,101,063                 | 2,191,413                 | 2,332,189                 | 2,375,992                 | 2,375,992                    | 2,477,784                   | 4%                 |
| <b>Supplies</b>                  | 22,287                    | 50,668                    | 30,927                    | 45,950                    | 45,950                       | 66,505                      | 45%                |
| <b>Services</b>                  | 252,255                   | 271,343                   | 298,656                   | 241,010                   | 241,010                      | 289,974                     | 20%                |
| <b>Other</b>                     | 1,156                     | 852                       | 1,086                     | 1,250                     | 1,250                        | 1,300                       | 4%                 |
| <b>Programs</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                   | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                 | -                         | -                         | 19,404                    | -                         | -                            | -                           | ---                |
| <b>Contingency</b>               | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>         | <b>2,376,761</b>          | <b>2,514,276</b>          | <b>2,682,262</b>          | <b>2,664,202</b>          | <b>2,664,202</b>             | <b>2,835,563</b>            | <b>6%</b>          |
| <b>Expense by Fund:</b>          |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>              | 2,365,785                 | 2,488,037                 | 2,662,858                 | 2,652,402                 | 2,652,402                    | 2,820,563                   | 6%                 |
| <b>Foreign Fire Tax</b>          | 10,976                    | 26,239                    | -                         | 11,800                    | 11,800                       | 15,000                      | 27%                |
| <b>Gaming</b>                    | -                         | -                         | 15,804                    | -                         | -                            | -                           | ---                |
| <b>Capital Improvement</b>       | -                         | -                         | 3,600                     | -                         | -                            | -                           | ---                |
| <b>Total Expense</b>             | <b>2,376,761</b>          | <b>2,514,276</b>          | <b>2,682,262</b>          | <b>2,664,202</b>          | <b>2,664,202</b>             | <b>2,835,563</b>            | <b>6%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                         |                           |                           |                              |                             |
| 1. Structures inspected                | 1,429                     | 1,464                     | 1,500                        | 1,500                       |
| 2. Fire investigations                 | 22                        | 27                        | 35                           | 40                          |
| 3. Public ed. Programs requested       | 58                        | 124                       | 110                          | 120                         |
| <b>Workload:</b>                       |                           |                           |                              |                             |
| 2. Inspections made                    | 1,429                     | 1,646                     | 1,495                        | 1,500                       |
| 3. Violations written                  | 144                       | 164                       | 200                          | 170                         |
| 4. Fire investigations conducted       | 23                        | 27                        | 35                           | 40                          |
| 5. People contacted                    | 4,975                     | 6,680                     | 7,000                        | 7,000                       |
| <b>Productivity:</b>                   |                           |                           |                              |                             |
| 1. Average cost per inspection         | \$313.70                  | \$313.70                  | \$356.03                     | \$373.26                    |
| 3. Average cost per fire investigation | \$2,910.92                | \$2,429.89                | \$2,179.77                   | \$1,999.62                  |
| 4. Average cost per person contacted   | \$25.74                   | \$19.64                   | \$21.80                      | \$21.33                     |
| <b>Effectiveness:</b>                  |                           |                           |                              |                             |
| 1. % of violations corrected           | 80%                       | 92%                       | 95%                          | 95%                         |
| 2. % of investigations closed          | 80%                       | 85%                       | 88%                          | 90%                         |
| 3. % of public ed. Programs completed  | 100%                      | 100%                      | 100%                         | 100%                        |

**Analysis:**

The decrease in Supplies reflects the purchase of a camera upgrade during FY10 budget. Services are down due to a decrease in automotive rental. The decrease in Other is a result of decreased costs associated with Public Education, primarily the Safe Kids Program.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                     | 4.18                      | 4.18                      | 4.18                      | 4.18                      | 4.18                         | 4.18                        | 0.00               |
|                                 |                           |                           |                           |                           |                              |                             |                    |
| <b>(1) Total Staffing (fte)</b> | <b>7.16</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>                | 574,187                   | 630,865                   | 648,174                   | 739,425                   | 739,425                      | 787,670                     | 7%                 |
| <b>Supplies</b>                 | 383                       | 9                         | 346                       | 2,450                     | 2,450                        | 1,350                       | -45%               |
| <b>Services</b>                 | 6,538                     | 7,274                     | 7,206                     | 15,779                    | 15,779                       | 8,101                       | -49%               |
| <b>Other</b>                    | 598                       | 2,255                     | 345                       | 5,265                     | 5,265                        | 2,725                       | -48%               |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | 0%                 |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | 0%                 |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | 0%                 |
| <b>Total Cost Center</b>        | <b>581,706</b>            | <b>640,403</b>            | <b>656,071</b>            | <b>762,919</b>            | <b>762,919</b>               | <b>799,846</b>              | <b>5%</b>          |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 581,706                   | 640,403                   | 656,071                   | 762,919                   | 762,919                      | 799,846                     | 5%                 |
| <b>Foreign Fire Tax</b>         | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Expense</b>            | <b>581,706</b>            | <b>640,403</b>            | <b>656,071</b>            | <b>762,919</b>            | <b>762,919</b>               | <b>799,846</b>              | <b>5%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                           |                           |                           |                              |                             |
| 1. Total EMS calls for service           | 4,341                     | 4,798                     | 4,642                        | 4,700                       |
| 2. EMT re-certification hours required   | 270                       | 210                       | 180                          | 150                         |
| 3. EMT-P re-certification hours required | 1,470                     | 1,500                     | 1,560                        | 1,590                       |
| <b>Workload:</b>                         |                           |                           |                              |                             |
| 1. Avg number of personnel responding    | 5.8                       | 4                         | 4                            | 4                           |
| 2. Avg manhours per call                 | 2.08                      | 2.15                      | 1.95                         | 2.00                        |
| 3. EMT certification hours completed     | 260                       | 260                       | 230                          | 200                         |
| 4. EMT-P certification hours completed   | 1,500                     | 2,250                     | 2,340                        | 2,370                       |
| <b>Productivity:</b>                     |                           |                           |                              |                             |
| 1. Cost per EMS call                     | \$94.76                   | \$101.09                  | \$91.83                      | \$114.58                    |
| 2. Cost per manhour                      | \$45.56                   | \$47.02                   | \$47.09                      | \$57.29                     |
| 3. Cost for EMS re-certification         | \$80,185.60               | \$118,020.20              | \$121,021.30                 | \$147,235.30                |
| <b>Effectiveness:</b>                    |                           |                           |                              |                             |
| 1. Ambulance service cost per capita     | \$78.89                   | \$81.42                   | \$81.56                      | \$99.21                     |
| 2. Average response time                 | 3:27                      | 3:50                      | 3:59                         | 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 reflects the increase in costs of disposable medical goods, medications and other supplies. The increase in "Other" is caused by an increase in the costs of recertifications and reference materials. The drop in "Services" is a result of a decrease in Auto rental expense as our ambulances are fully amortized.

| <b>Staffing:</b>                 | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                 | 15.20                     | 15.20                     | 15.20                     | 15.20                     | 15.20                        | 15.20                       | 0.00               |
| (2) Battalion Chief              | 1.20                      | 1.20                      | 1.20                      | 1.20                      | 1.20                         | 1.20                        | 0.00               |
| <b>(44) Total Staffing (fte)</b> | <b>23.40</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>                 | 1,798,822                 | 1,973,289                 | 2,007,171                 | 2,304,183                 | 2,304,183                    | 2,449,627                   | 6%                 |
| <b>Supplies</b>                  | 54,172                    | 75,100                    | 89,670                    | 92,325                    | 92,325                       | 107,002                     | 16%                |
| <b>Services</b>                  | 120,364                   | 125,139                   | 159,101                   | 139,357                   | 139,357                      | 101,895                     | -27%               |
| <b>Other</b>                     | 2,022                     | 1,001                     | 618                       | 600                       | 600                          | 1,702                       | 184%               |
| <b>Programs</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                   | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                 | 67,500                    | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>               | 982,162                   | 956,172                   | 974,686                   | 700,000                   | 700,000                      | 1,276,834                   | 82%                |
| <b>Total Cost Center</b>         | <b>3,025,042</b>          | <b>3,130,701</b>          | <b>3,231,246</b>          | <b>3,236,465</b>          | <b>3,236,465</b>             | <b>3,937,060</b>            | <b>22%</b>         |
| <b>Expense by Fund:</b>          |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>              | 2,957,542                 | 3,130,701                 | 3,231,246                 | 3,236,465                 | 3,236,465                    | 3,937,060                   | 22%                |
| <b>Foreign Fire Tax</b>          | 67,500                    | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                   | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Expense</b>             | <b>3,025,042</b>          | <b>3,130,701</b>          | <b>3,231,246</b>          | <b>3,236,465</b>          | <b>3,236,465</b>             | <b>3,937,060</b>            | <b>22%</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.

| Service Indicators:                   | Actual<br>2007/08 | Actual<br>2008/09 | Estimated<br>2009/10 | Proposed<br>2010/11 |
|---------------------------------------|-------------------|-------------------|----------------------|---------------------|
| <b>Demand:</b>                        |                   |                   |                      |                     |
| 1. Number of applications received    | 36                | 144               | 58                   | 79                  |
| 2. No. employees seeking promotion    | 5                 | 46                | 28                   | 26                  |
| 3. Disciplinary hearings requested    | -                 | 1                 | -                    | 1                   |
| <b>Workload:</b>                      |                   |                   |                      |                     |
| 1. Applicants taking physical agility | 31                | 113               | 35                   | 60                  |
| 2. Applicants taking written exam     | 19                | 45                | 25                   | 30                  |
| 3. Employees taking promotional exams | 5                 | 46                | 28                   | 26                  |
| 4. Disciplinary hearings held         | -                 | 1                 | -                    | 1                   |
| <b>Productivity:</b>                  |                   |                   |                      |                     |
| 1. Cost per applicant tested          | \$ 108.95         | \$ 79.89          | \$ 88.96             | \$ 92.60            |
| 2. Cost per employee tested           | \$ -              | \$ 126.04         | \$ -                 | \$ 42.01            |
| 3. Cost per legal representation      | \$ 1,814.32       | \$ 2,500.00       | \$ 2,119.00          | \$ 2,144.33         |
| <b>Effectiveness:</b>                 |                   |                   |                      |                     |
| 1. % of applicant on eligibility list | 22.60%            | 25.70%            | 37.10%               | 28.46%              |
| 2. % of employees promoted            | 3.40%             | 4.00%             | 2.30%                | 3.23%               |
| 3. % of hearings per employee         | 0.00%             | 0.57%             | 0.00%                | 0.19%               |

**Analysis:**

The overall objective of the Board of Fire and Police Commissioners is to oversee examinations for membership in the fire and police departments and, in conjunction with the chiefs of each department, make promotions within the departments. The Board also reviews charges brought against any fire fighter or police officer of the city and determines what punishment is appropriate when charges are proven. The Board functions as an appeal board to review any appeals of suspensions imposed by the chief of either the fire or police departments.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Supplies</b>                 | 26                        | -                         | 20                        | 35                        | 35                           | 35                          | 0%                 |
| <b>Services</b>                 | 5,917                     | 6,553                     | 16,863                    | 14,750                    | 14,750                       | 14,750                      | 0%                 |
| <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>6,318</b>              | <b>6,928</b>              | <b>17,258</b>             | <b>15,335</b>             | <b>15,335</b>                | <b>15,335</b>               | <b>0%</b>          |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 6,318                     | 6,928                     | 17,258                    | 15,335                    | 15,335                       | 15,335                      | 0%                 |
| <b>Total Expense</b>            | <b>6,318</b>              | <b>6,928</b>              | <b>17,258</b>             | <b>15,335</b>             | <b>15,335</b>                | <b>15,335</b>               | <b>0%</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.

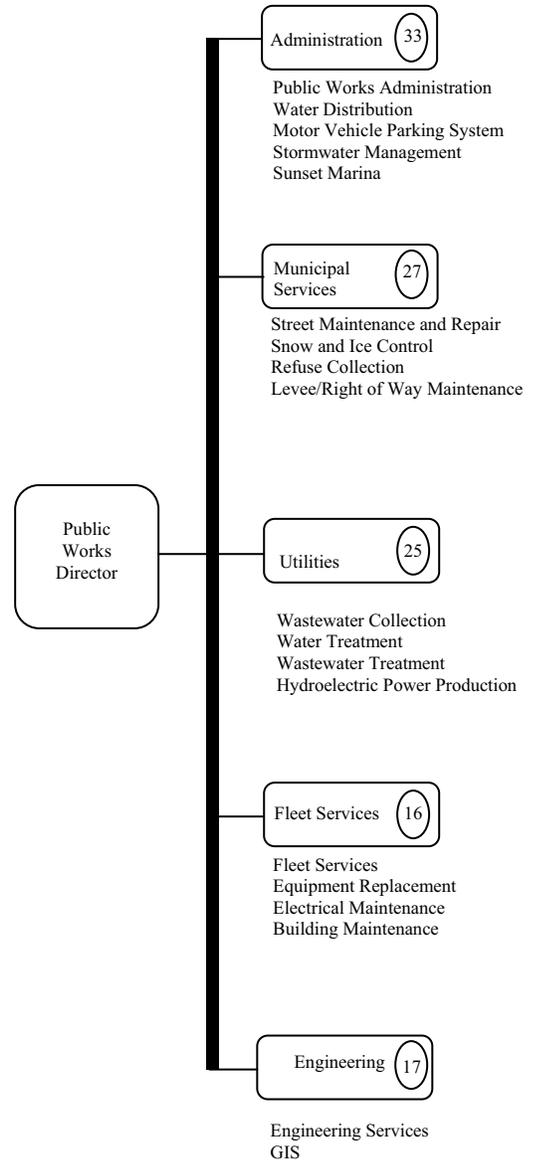
Provide the professional design, inspection and project management services needed to complete the annual capital improvement program with minimal public inconvenience.

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 hydroelectric plant and the Sunset Marina. The department also provides internal services for other departments such as fleet services, building maintenance and engineering services.

The department activities are defined in 18 cost centers organized into 5 divisions: Public Works Administration, Municipal Services, Utilities, Fleet Services and Engineering. The Public Works Director or a division manager oversees each division. The department has 112 full time employees, 6 engineering interns and plus numerous contract workers during the prime construction and maintenance season.

The impacts of the recession are reflected in the budget by the elimination of three positions and a reduction in the street and right-of-way maintenance program. More specifically.....

- The City Stormwater Engineer position has been eliminated. The duties of this position have been redistributed to an Assistant City Engineer and the Environmental Services Coordinator. As a result, part of the project design work previously undertaken by the Assistant City Engineer is being outsourced to private consultants, the storm water management program will be less proactive, there will be less time to devote to developing citywide green initiatives and less time to pursue public works and environmental grants.
- The Wastewater Treatment Plant Supervisor position has been eliminated. The duties of this position have been redistributed to the Utilities Superintendent and the Environmental Services Coordinator. As a result, there will be less time to devote to developing citywide green initiatives and less time to pursue public works and environmental grants.
- One Maintenance Worker 1 position has been eliminated from the Street Maintenance and Repair and Levee/R.O.W cost centers. As a result, there will be less microsurfacing, less discretionary sign replacement and less tree trimming.

### 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 33 full time employees. The major planning goals of the division 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 27 full time employees and several seasonal workers during the construction season. The Street Maintenance Superintendent oversees division activities.

#### Utilities Division

25 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 FY11. Construction of the new wet weather treatment plant at an estimated cost of \$45M will begin. 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 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 Rock Island hydroelectric plant and radio systems. The division also provides contract fleet maintenance services for several nearby government agencies. The Fleet Services Director manages the work of this division.

#### Engineering Division

The City Engineer oversees the work of 11 full time employees and 6 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 FY11 component of the Five Year Capital Improvement Plan calls for the investment of \$18,000,000 in the City infrastructure including...

- **Rock Island Parkway Resurfacing, Phase 1 (\$500,000)** – The total cost of all phases will be about \$13,300,000. The funds for Phase 1 are being provided by a grant from the State of Illinois. Funding sources for future phases have not yet been identified.
- **30<sup>th</sup> Street Resurfacing between 31<sup>st</sup> Avenue and Blackhawk Road (\$1,444,000 including sewer and water system improvements)** – Federal funds in the amount of \$877,000 were secured to help pay for this work.
- **Turkey Hollow Road Resurfacing between Andalusia Road and the city limits (\$1,202,000)** – A State of Illinois grant in the amount of \$877,000 was secured to help pay for this work.
- **16<sup>th</sup> Avenue Reconstruction between 22<sup>nd</sup> and 24<sup>th</sup> Street (\$375,000)** – Gaming Tax revenue will be used for this project intended to support the new Rock Island Math and Science Academy.
- **26<sup>th</sup> Avenue Reconstruction between 32<sup>nd</sup> and 34<sup>th</sup> Street (\$634,000 including water system improvements)** – A small portion of the cost of this work will be assessed to adjacent private property owners. The remainder will be paid from property tax revenue and water utility revenue.
- **34<sup>th</sup> Avenue Court Reconstruction east of 12<sup>th</sup> Street (\$513,000 including water system improvements)** - A small portion of the cost of this work will be assessed to adjacent private property owners. The remainder will be paid from property tax revenue and water utility revenue.

- **14<sup>th</sup> Street, 40<sup>th</sup> Avenue, Watch Hill Road Resurfacing (\$1,368,897 including sewer and water system improvements)** - A small portion of the cost of this work will be assessed to adjacent private property owners. The remainder will be paid from property tax revenue, sewer utility revenue and water utility revenue.
- **23<sup>rd</sup> Avenue Resurfacing between 24<sup>th</sup> and 26<sup>th</sup> Street (\$555,537 including sewer and water system improvements)** - A small portion of the cost of this work will be assessed to adjacent private property owners. The remainder will be paid from property tax revenue, sewer utility revenue and water utility revenue.
- **22½ Avenue Resurfacing between 25<sup>th</sup> and 27<sup>th</sup> Street (\$463,320 including sewer and water system improvements)** - A small portion of the cost of this work will be assessed to adjacent private property owners. The remainder will be paid from property tax revenue, sewer utility revenue and water utility revenue.
- **14<sup>th</sup> Street, 15<sup>th</sup> Street, 48<sup>th</sup> Avenue and 49<sup>th</sup> Avenue Reconstruction (\$589,963 including sewer and water system improvements)** - A small portion of the cost of this work will be assessed to adjacent private property owners. The remainder will be paid from property tax revenue, sewer utility revenue and water utility revenue.
- **Parking Lot F Resurfacing (\$125,000)** – The parking lot located on the northeast corner of the intersection of 18<sup>th</sup> Street with 2<sup>nd</sup> Avenue will be resurfaced using Downtown Tax Increment District Funds.
- **20<sup>th</sup> Street Bicycle Lane between 1<sup>st</sup> and 7<sup>th</sup> Avenues (\$80,000)** – On-street bicycle lanes will be added using Downtown Tax Increment District Funds.
- **Municipal Parking Ramp Renovation, Phase 4 (\$120,000)** – The fourth of five phases of the renovation will be undertaken using Downtown Tax Increment District Funds.
- **Replace the Water Tower at the Intersection of 14<sup>th</sup> Street with 40<sup>th</sup> Avenue (\$600,000)** – The project will be financed with general obligation bonds and water utility revenue will be used to service the debt.
- **Wet Weather Treatment Plant Construction** – The City is required to construct a wet weather treatment plant adjacent to the Mill Street Wastewater Treatment Plant. Construction will begin in late 2010 and continue for four years. The total cost of the project will be about \$45,000,000. The FY11 expenditure will be about \$8,000,000.

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<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budgeted<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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               |
| (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               |
| WWater Treat Supv                 | 1.00                      | 1.00                      | 1.00                      | 1.00                        | 1.00                         | 0.00                        | (1.00)             |
| (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                      | 0.00                        | 0.00                         | 0.00                        | 0.00               |
| Marina Manager                    | 1.00                      | 1.00                      | 1.00                      | 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                      | 3.00                        | 3.00                         | 3.00                        | 0.00               |
| (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                      | 1.00                        | 1.00                         | 1.00                        | 0.00               |
| (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                      | 0.00                      | 0.00                        | 0.00                         | 0.00                        | 0.00               |
| (9) Equipment Operator            | 8.00                      | 9.00                      | 9.00                      | 9.00                        | 9.00                         | 9.00                        | 0.00               |
| (7) Refuse Collector              | 6.00                      | 7.00                      | 7.00                      | 7.00                        | 7.00                         | 7.00                        | 0.00               |
| (7) Maint Worker II               | 6.00                      | 5.00                      | 6.00                      | 7.00                        | 7.00                         | 7.00                        | 0.00               |
| (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               |
| (14) Maint Worker I               | 17.00                     | 15.00                     | 16.00                     | 15.00                       | 15.00                        | 14.00                       | (1.00)             |
| (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                      | 1.00                      | 1.00                      | 1.00                        | 1.00                         | 1.00                        | 0.00               |
| (1) Tech. Service Mgr.            | 1.00                      | 1.00                      | 1.00                      | 1.00                        | 1.00                         | 1.00                        | 0.00               |
| (6) Tech. Service Assist.         | 5.00                      | 6.00                      | 6.00                      | 6.00                        | 6.00                         | 6.00                        | 0.00               |
| Stormwater Engineer               | 1.00                      | 1.00                      | 1.00                      | 1.00                        | 1.00                         | 0.00                        | (1.00)             |
| (6) Engineering Interns           | 1.73                      | 1.73                      | 1.73                      | 1.73                        | 1.73                         | 1.73                        | 0.00               |
| <b>(118) Total Staffing (fte)</b> | <b>117.73</b>             | <b>116.73</b>             | <b>117.73</b>             | <b>116.73</b>               | <b>116.73</b>                | <b>113.73</b>               | <b>(3.00)</b>      |

| <b>Expense:</b>               | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budgeted<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>% Var</b> |
|-------------------------------|---------------------------|---------------------------|---------------------------|-----------------------------|------------------------------|-----------------------------|--------------|
| <b>Personnel</b>              | 7,557,331                 | 7,933,063                 | 8,413,101                 | 8,555,423                   | 8,520,664                    | 8,544,332                   | 2%           |
| <b>Supplies</b>               | 2,309,768                 | 2,866,401                 | 3,085,169                 | 3,379,615                   | 3,518,474                    | 2,986,011                   | -3%          |
| <b>Services</b>               | 9,435,985                 | 9,562,369                 | 9,785,870                 | 9,765,209                   | 7,640,854                    | 12,480,718                  | 28%          |
| <b>Other</b>                  | 112,396                   | 115,378                   | 106,400                   | 126,123                     | 128,467                      | 125,723                     | 18%          |
| <b>Programs</b>               | 67,762                    | 66,597                    | 40,541                    | 77,500                      | 67,786                       | 87,214                      | 115%         |
| <b>Capital</b>                | 2,091,735                 | 3,189,235                 | 1,856,609                 | 8,378,282                   | 7,516,191                    | 14,420,117                  | 677%         |
| <b>Debt service</b>           | 1,345,290                 | 1,518,929                 | 1,568,805                 | 2,631,814                   | 2,637,814                    | 3,294,024                   | 110%         |
| <b>Transfers</b>              | 4,754,952                 | 5,930,664                 | 5,703,367                 | 5,566,845                   | 5,566,845                    | 6,684,868                   | 17%          |
| <b>Contingency</b>            | 2,089,719                 | 2,009,264                 | 2,033,312                 | 2,241,260                   | 2,216,260                    | 2,159,898                   | 6%           |
| <b>Total Department</b>       | <b>29,764,938</b>         | <b>33,191,900</b>         | <b>32,593,174</b>         | <b>40,722,071</b>           | <b>37,813,355</b>            | <b>50,782,905</b>           | <b>56%</b>   |
| <b>Expense by Fund:</b>       |                           |                           |                           |                             |                              |                             |              |
| <b>General Fund</b>           | 6,605,529                 | 7,460,813                 | 8,179,011                 | 7,577,186                   | 7,494,623                    | 7,538,811                   | -8%          |
| <b>Public Benefit</b>         | 845,676                   | 712,576                   | 848,520                   | 818,468                     | 818,468                      | -                           | ---          |
| <b>TIF District #1</b>        | -                         | -                         | 20,567                    | -                           | -                            | -                           | ---          |
| <b>Community/Econ.</b>        | -                         | -                         | -                         | -                           | -                            | -                           | ---          |
| <b>Motor Fuel Tax</b>         | 1,407,580                 | 2,404,389                 | 1,417,146                 | 2,825,665                   | 1,953,282                    | 1,115,869                   | -21%         |
| <b>Gaming</b>                 | 2,260,764                 | 3,123,552                 | 2,653,512                 | 1,627,406                   | 1,627,406                    | 3,629,275                   | 37%          |
| <b>Capital</b>                | 2,553,094                 | 2,883,655                 | 2,271,523                 | 3,837,559                   | 1,109,885                    | 7,711,515                   | 239%         |
| <b>Debt</b>                   | 846,543                   | 872,679                   | 863,851                   | 818,248                     | 818,248                      | 816,040                     | -6%          |
| <b>Water Oper &amp; Maint</b> | 5,513,256                 | 5,797,913                 | 5,426,437                 | 6,847,100                   | 6,181,814                    | 7,707,140                   | 42%          |
| <b>WW Oper &amp; Maint</b>    | 4,033,207                 | 3,773,028                 | 3,924,758                 | 7,735,686                   | 9,353,640                    | 13,644,310                  | 248%         |
| <b>Stormwater Utility</b>     | 1,324,390                 | 1,270,057                 | 1,655,012                 | 1,659,975                   | 1,676,385                    | 1,644,885                   | -1%          |
| <b>Centennial Bridge</b>      | -                         | -                         | -                         | -                           | -                            | -                           | ---          |
| <b>Sunset Marina</b>          | 729,864                   | 810,660                   | 868,089                   | 1,005,013                   | 1,005,013                    | 879,545                     | 1%           |
| <b>Park &amp; Recreation</b>  | -                         | -                         | -                         | -                           | -                            | -                           | ---          |
| <b>Fleet Maint</b>            | 2,603,592                 | 2,884,952                 | 3,067,572                 | 3,786,213                   | 3,755,618                    | 4,518,043                   | 47%          |
| <b>Engineering</b>            | 1,041,443                 | 1,135,279                 | 1,157,816                 | 1,328,898                   | 1,328,898                    | 1,305,227                   | 13%          |
| <b>Hydropower Plant</b>       | -                         | 62,347                    | 239,360                   | 854,654                     | 690,075                      | 272,245                     | 100%         |
| <b>Total Expense</b>          | <b>29,764,938</b>         | <b>33,191,900</b>         | <b>32,593,174</b>         | <b>40,722,071</b>           | <b>37,813,355</b>            | <b>50,782,905</b>           | <b>56%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                           |                           |                           |                              |                             |
| 1. Authorized employees                  | 115                       | 116                       | 115                          | 112                         |
| 2. Department Budget (millions)          | \$ 33.4                   | \$ 33.5                   | \$ 37.7                      | \$ 52.4                     |
| 3. 5 Yr Cap Improv Plan (total millions) | \$ 55.2                   | \$ 78.7                   | \$ 85.0                      | \$ 76.4                     |
| <b>Workload:</b>                         |                           |                           |                              |                             |
| 1. Special Action Req. processed         | 7,203                     | 6,603                     | 8,400                        | 8,500                       |
| 2. Traffic Engineering requests          | 53                        | 50                        | 55                           | 55                          |
| 3. Prepare Annual CIP                    | 1                         | 1                         | 1                            | 1                           |
| <b>Productivity:</b>                     |                           |                           |                              |                             |
| 1. Cost per Special Action request       | \$ 6.12                   | \$ 6.30                   | \$ 6.49                      | \$ 6.62                     |
| 2. Cost per Traffic Eng. request         | \$ 42.23                  | \$ 43.50                  | \$ 44.81                     | \$ 45.71                    |
| 3. Admin Ops w/out depreciation          | \$ 2,543,835              | \$ 2,916,563              | \$ 2,824,609                 | \$ 2,730,768                |
| <b>Effectiveness:</b>                    |                           |                           |                              |                             |
| 1. Avg SAR response time (days)          | 10                        | 17                        | 10                           | 10                          |
| 2. %Traffic Eng response/30 days         | 100%                      | 100%                      | 100%                         | 100%                        |
| 3. Admin Overhead                        | 7.6%                      | 8.7%                      | 7.5%                         | 5.2%                        |
| 5. Operating Bdgt cost per capita        | \$ 573                    | \$ 611                    | \$ 547                       | \$ 671                      |

## Analysis:

Two positions (City Stormwater Engineer and Wastewater Treatment Plant Supervisor) that devoted part of their time to the department administration have been eliminated. The administrative work performed by the eliminated positions has been absorbed by other members of the staff. As a result, more design engineering work will be outsourced. Otherwise, there are no operational changes planned for this cost center in FY11. There are no capital purchases planned in this cost center. The Debt Service category increased because of planned borrowing for water, wastewater and street system capital improvements.

| <b>Staffing:</b>                 | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                      | 2.75                      | 2.75                         | 2.75                        | 0.00               |
| Office Manager                   | 1.00                      | 1.00                      | 1.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (1) Office Assistant I           | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (6) Office Assistant III         | 6.00                      | 6.00                      | 6.00                      | 5.80                      | 5.80                         | 6.00                        | 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                      | 0.05                      | 0.05                         | 0.05                        | 0.00               |
| 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                      | 0.40                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (1) Utility Supt                 | 0.90                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| Wwater Treat Supv                | 0.50                      | 0.00                      | 0.40                      | 0.40                      | 0.40                         | 0.00                        | (0.40)             |
| Water Treat Supv                 | 0.50                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.10                        | 0.10               |
| (1) Fleet Serv Director          | 1.00                      | 1.00                      | 0.90                      | 0.90                      | 0.90                         | 0.90                        | 0.00               |
| (1) Electrical Maint Supv        | 0.65                      | 0.65                      | 0.60                      | 0.65                      | 0.65                         | 0.65                        | 0.00               |
| Marina Manager                   | 0.75                      | 0.75                      | 0.75                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (1) City Engineer                | 0.48                      | 0.50                      | 0.54                      | 0.54                      | 0.54                         | 0.55                        | 0.01               |
| (1) Assist City Engineer         | 0.81                      | 0.85                      | 0.92                      | 0.95                      | 0.95                         | 1.37                        | 0.42               |
| Engineering Tech I               | 0.73                      | 0.63                      | 0.68                      | 0.70                      | 0.70                         | 0.70                        | 0.00               |
| Engineering Tech II              | 0.77                      | 0.75                      | 0.71                      | 0.71                      | 0.71                         | 0.71                        | 0.00               |
| (1) Tech Services Mgr            | 0.90                      | 0.95                      | 0.95                      | 0.95                      | 0.95                         | 0.95                        | 0.00               |
| Tech Services Assist             | 0.80                      | 0.80                      | 0.40                      | 0.40                      | 0.40                         | 0.40                        | 0.00               |
| Stormwater Eng                   | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 0.00                        | (1.00)             |
|                                  |                           |                           |                           |                           |                              |                             |                    |
| <b>(18) Total Staffing (fte)</b> | <b>21.89</b>              | <b>21.13</b>              | <b>20.70</b>              | <b>20.65</b>              | <b>20.65</b>                 | <b>19.98</b>                | <b>(0.67)</b>      |
| <b>Expense:</b>                  |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| Personnel                        | 1,478,023                 | 1,551,540                 | 1,797,285                 | 1,700,380                 | 1,713,360                    | 1,676,012                   | -1%                |
| Supplies                         | 52,768                    | 30,616                    | 33,243                    | 36,935                    | 35,136                       | 34,105                      | -8%                |
| Services                         | 1,032,444                 | 819,463                   | 903,983                   | 929,925                   | 963,400                      | 907,063                     | -2%                |
| Other                            | 103,699                   | 106,200                   | 100,132                   | 111,688                   | 110,213                      | 111,088                     | -1%                |
| Programs                         | 1,055                     | 2,943                     | 1,813                     | 2,500                     | 2,500                        | 2,500                       | 0%                 |
| Capital                          | 1,000                     | -                         | 6,900                     | 3,600                     | 3,600                        | -                           | -100%              |
| Debt service                     | 507,800                   | 631,443                   | 650,909                   | 1,638,327                 | 1,644,327                    | 2,325,325                   | 42%                |
| Transfers                        | 1,648,512                 | 1,838,036                 | 2,167,843                 | 3,120,971                 | 3,120,971                    | 3,055,593                   | -2%                |
| Other                            | 2,098,149                 | 1,948,690                 | 1,909,314                 | 2,179,327                 | 2,154,327                    | 2,135,088                   | -2%                |
| <b>Total Cost Center</b>         | <b>6,923,450</b>          | <b>6,928,931</b>          | <b>7,571,422</b>          | <b>9,723,653</b>          | <b>9,747,834</b>             | <b>10,246,774</b>           | <b>5%</b>          |
| <b>Expense by Fund:</b>          |                           |                           |                           |                           |                              |                             |                    |
| General Fund                     | 1,184,491                 | 1,186,392                 | 1,322,722                 | 1,251,594                 | 1,258,987                    | 1,181,666                   | -6%                |
| TIF District #1                  | -                         | -                         | 20,567                    | -                         | -                            | -                           | ---                |
| Motor Fuel Tax                   | 200,000                   | 200,000                   | 200,000                   | 1,000,000                 | 1,000,000                    | 1,000,000                   | 0%                 |
| Capital Improv.                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| Water Oper & Mnt                 | 1,805,441                 | 1,573,226                 | 1,856,314                 | 2,365,420                 | 2,364,774                    | 2,493,858                   | 5%                 |
| Wastewater Oper                  | 1,708,189                 | 1,627,187                 | 1,749,059                 | 2,294,816                 | 2,294,816                    | 2,719,354                   | 18%                |
| Stormwater Utility               | 510,854                   | 600,591                   | 666,831                   | 712,448                   | 731,986                      | 702,491                     | -1%                |
| Sunset Marina                    | 324,805                   | 344,932                   | 340,423                   | 480,025                   | 480,025                      | 453,095                     | -6%                |
| Fleet Mntnce                     | 854,193                   | 953,555                   | 889,491                   | 993,092                   | 987,844                      | 1,090,324                   | 10%                |
| Engineering                      | 335,477                   | 443,048                   | 462,992                   | 504,148                   | 504,148                      | 537,593                     | 7%                 |
| Hydropower Plant                 | -                         | -                         | 63,023                    | 122,110                   | 125,254                      | 68,393                      | -44%               |
| <b>Total Expense</b>             | <b>6,923,450</b>          | <b>6,928,931</b>          | <b>7,571,422</b>          | <b>9,723,653</b>          | <b>9,747,834</b>             | <b>10,246,774</b>           | <b>5%</b>          |

## Building Maintenance

### Program Description:

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

### Program Objectives:

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

| <b>Service Indicators:</b>              | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                       | 78,006                      |
| <b>Productivity:</b>                    |                           |                           |                              |                             |
| 1. Janitorial contract cost per sq ft   | \$ 1.11                   | \$ 1.11                   | \$ 0.82                      | \$ 0.82                     |
| <b>Effectiveness:</b>                   |                           |                           |                              |                             |
| 1. Building customer complaints         | 12                        | 109                       | 74                           | 75                          |

**Analysis:**

No operational changes are planned for Building Maintenance. The reduced Supplies category reflects a lower need in maintenance supplies. The Transfers expense reflects the transfer of money from the Gaming Fund to the General Fund for improvements to City Hall.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Bldg Maint Eng                  | 1.00                      | 1.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| Maint Worker I                  | 0.40                      | 0.40                      | 0.20                      | 0.20                      | 0.20                         | 0.20                        | 0.00               |
| (1) Maint Worker II             | 0.00                      | 0.00                      | 0.50                      | 1.25                      | 1.25                         | 1.40                        | 0.15               |
| Marina Worker                   | 0.20                      | 0.20                      | 0.20                      | 0.20                      | 0.20                         | 0.20                        | 0.00               |
| Fleet Serv Director             | 0.00                      | 0.00                      | 0.10                      | 0.10                      | 0.10                         | 0.10                        | 0.00               |
| Electrical Maint Supv           | 0.10                      | 0.10                      | 0.20                      | 0.20                      | 0.20                         | 0.20                        | 0.00               |
|                                 |                           |                           |                           |                           |                              |                             |                    |
| <b>(1) Total Staffing (fte)</b> | <b>1.70</b>               | <b>1.70</b>               | <b>1.20</b>               | <b>1.95</b>               | <b>1.95</b>                  | <b>2.10</b>                 | <b>0.15</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 104,279                   | 74,848                    | 95,503                    | 120,516                   | 120,516                      | 130,305                     | 8%                 |
| <b>Supplies</b>                 | 50,555                    | 29,834                    | 28,288                    | 34,850                    | 23,888                       | 27,200                      | -22%               |
| <b>Services</b>                 | 274,741                   | 515,301                   | 729,001                   | 508,187                   | 322,969                      | 551,082                     | 8%                 |
| <b>Other</b>                    | -                         | 30                        | 30                        | -                         | -                            | -                           | ---                |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | 54,928                    | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | 900,504                   | 227,496                   | -                         | -                            | 105,302                     | NEW                |
| <b>Other</b>                    | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>429,575</b>            | <b>1,575,445</b>          | <b>1,080,318</b>          | <b>663,553</b>            | <b>467,373</b>               | <b>813,889</b>              | <b>23%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 429,575                   | 674,941                   | 561,837                   | 599,113                   | 454,792                      | 645,387                     | 8%                 |
| <b>Gaming</b>                   | -                         | 644,004                   | 202,500                   | -                         | -                            | 105,302                     | NEW                |
| <b>Capital</b>                  | -                         | 256,500                   | 315,981                   | 64,440                    | 12,581                       | 63,200                      | -2%                |
| <b>Wastewater Oper</b>          | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Expense</b>            | <b>429,575</b>            | <b>1,575,445</b>          | <b>1,080,318</b>          | <b>663,553</b>            | <b>467,373</b>               | <b>813,889</b>              | <b>23%</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.

| <b>Service Indicators:</b>           | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                       |                           |                           |                              |                             |
| 1. Contracts in progress             | 35                        | 55                        | 42                           | 41                          |
| 2. Value of Contracts                | \$11,899,960              | \$12,631,428              | \$15,611,191                 | \$26,506,000                |
| 3. Utility cuts requests             | 201                       | 112                       | 239                          | 200                         |
| <b>Workload:</b>                     |                           |                           |                              |                             |
| 1. Hrs/preliminary cost estimates    | 960                       | 670                       | 349                          | 500                         |
| 2. Hrs/design and survey             | 6,125                     | 6,250                     | 1,197                        | 6,000                       |
| 3. Hrs/inspection                    | 7,290                     | 6,720                     | 1,366                        | 6,500                       |
| 4. Excavation permits issued         | 258                       | 166                       | 183                          | 180                         |
| 5. Concrete permits issued           | 57                        | 56                        | 70                           | 60                          |
| 6. Grading & Drainage permits        | 57                        | 36                        | 47                           | 45                          |
| 7. Inspection by Consultants (hrs)   | 4,443                     | 4,387                     | 3,088                        | 2,000                       |
| <b>Productivity:</b>                 |                           |                           |                              |                             |
| 1. Change orders as % of contract    | 7.0%                      | 4.6%                      | -5.6%                        | 10.0%                       |
| 2. In-house design/survey % const    | 3.6%                      | 5.9%                      | 5.3%                         | 8.0%                        |
| 3. Consult. design/survey % const.   | 6.7%                      | 14.6%                     | 8.6%                         | 8.0%                        |
| 4. In-house inspection % constr.     | 5.8%                      | 5.9%                      | 5.9%                         | 9.0%                        |
| 5. Consultant inspection % const.    | 8.4%                      | 11.8%                     | 6.0%                         | 9.0%                        |
| <b>Effectiveness:</b>                |                           |                           |                              |                             |
| 1. Bids opened on schedule           | 76.7%                     | 60.0%                     | 90.3%                        | 90.0%                       |
| 2. Preliminary estimate vs bid price | 0.8%                      | 14.0%                     | -5.70%                       | 20.0%                       |
| 3. Utility cut inspection w/24 hours | 40.0%                     | 25.0%                     | 35.0%                        | 100.0%                      |

**Analysis:**

There are no operational changes planned for Engineering Services. The reduction in the Supplies category reflects the completion of three large purchases in FY10. The FY11 capital purchases are a GPS Rover (\$19,000) and a laser range finder (\$2,100).

| <b>Staffing:</b>                 | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| City Engineer                    | 0.52                      | 0.50                      | 0.46                      | 0.46                      | 0.46                         | 0.45                        | (0.01)             |
| (2) Assist City Engineer         | 2.19                      | 2.15                      | 2.08                      | 2.05                      | 2.05                         | 1.63                        | (0.42)             |
| (4) Engineering Tech I           | 3.27                      | 3.37                      | 3.32                      | 3.30                      | 3.30                         | 3.30                        | 0.00               |
| (3) Engineering Tech II          | 2.23                      | 2.25                      | 2.24                      | 2.29                      | 2.29                         | 2.29                        | 0.00               |
| Tech Service Mgr                 | 0.10                      | 0.05                      | 0.05                      | 0.05                      | 0.05                         | 0.05                        | 0.00               |
| (1) Tech Service Assist          | 1.20                      | 1.20                      | 1.10                      | 1.10                      | 1.10                         | 1.10                        | 0.00               |
| (6) Engineering Interns          | 1.73                      | 1.73                      | 1.73                      | 1.73                      | 1.73                         | 1.73                        | 0.00               |
|                                  |                           |                           |                           |                           |                              |                             |                    |
| <b>(17) Total Staffing (fte)</b> | <b>11.24</b>              | <b>11.25</b>              | <b>10.98</b>              | <b>10.98</b>              | <b>10.98</b>                 | <b>10.55</b>                | <b>(0.43)</b>      |
| <b>Expense:</b>                  |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                 | 651,898                   | 640,017                   | 640,128                   | 690,271                   | 690,271                      | 682,721                     | -1%                |
| <b>Supplies</b>                  | 8,908                     | 13,872                    | 10,218                    | 45,165                    | 45,165                       | 5,520                       | -88%               |
| <b>Services</b>                  | 45,094                    | 37,972                    | 44,478                    | 60,614                    | 60,614                       | 58,093                      | -4%                |
| <b>Other</b>                     | 66                        | 370                       | -                         | 200                       | 200                          | 200                         | 0%                 |
| <b>Programs</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                   | -                         | -                         | -                         | 28,500                    | 28,500                       | 21,100                      | -26%               |
| <b>Debt service</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>               | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>         | <b>705,966</b>            | <b>692,231</b>            | <b>694,824</b>            | <b>824,750</b>            | <b>824,750</b>               | <b>767,634</b>              | <b>-7%</b>         |
| <b>Expense by Fund:</b>          |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Engineering Fund</b>          | 705,966                   | 692,231                   | 694,824                   | 824,750                   | 824,750                      | 767,634                     | -7%                |
| <b>Total Expense</b>             | <b>705,966</b>            | <b>692,231</b>            | <b>694,824</b>            | <b>824,750</b>            | <b>824,750</b>               | <b>767,634</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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     | 12,142                    | 12,150                    | 12,155                       | 12,155                      |
| 5. Miles of Streets                     | 165.9                     | 165.9                     | 165.9                        | 165.9                       |
| <b>Workload:</b>                        |                           |                           |                              |                             |
| 1. Street Sweeping (curb miles)         | 2,502                     | 1,752                     | 2,300                        | 2,300                       |
| 2. Center/lane lines painted (feet)     | 248,219                   | 275,037                   | 294,649                      | 250,000                     |
| 3. Intersections painted                | 109                       | 103                       | 105                          | 110                         |
| 4. Street signs replaced/repared        | 1,000                     | 540                       | 750                          | 750                         |
| 5. Concrete pvmt replaced (sq yds)      | 2,672                     | 2,674                     | 2,191                        | 2,800                       |
| 6. Asphalt pvmt replaced (sq yds)       | 3,170                     | 0                         | 6,508                        | 3,000                       |
| 7. Microsurfacing (sq yds)              | 104,625                   | 0                         | 126,055                      | 70,000                      |
| 8. Curbs painted (feet)                 | 47,329                    | 22,949                    | 26,786                       | 50,000                      |
| <b>Productivity:</b>                    |                           |                           |                              |                             |
| 1. Cost per mile swept                  | \$38.48                   | \$50.51                   | \$51.00                      | \$52.00                     |
| 2. Cost for line painting (\$ per foot) | \$0.16                    | \$0.12                    | \$0.17                       | \$0.18                      |
| 3. Sq yd concrete patch                 | \$78.32                   | \$81.27                   | \$78.28                      | \$85.00                     |
| 4. Sq yd asphalt patch                  | \$34.58                   | \$0.00                    | \$23.99                      | \$25.00                     |
| 5. Sq yd microsurface                   | \$0.92                    | \$0.00                    | \$1.50                       | \$1.60                      |
| 6. Brick streets (sq yds)               | \$117.67                  | \$193.01                  | \$129.48                     | \$135.00                    |
| 7. Joint sealing (lin ft)               | \$0.64                    | \$0.74                    | \$2.17                       | \$2.25                      |
| <b>Effectiveness:</b>                   |                           |                           |                              |                             |
| 1. % sweeping objectives achieved       | 100%                      | 87%                       | 95%                          | 100%                        |
| 2. % sign objectives achieved           | 100%                      | 100%                      | 100%                         | 100%                        |
| 3. Sweeping requests received           | 43                        | 76                        | 75                           | 75                          |
| 4. Sign requests received               | 112                       | 108                       | 125                          | 125                         |

**Analysis:**

The street maintenance program will be slightly less due to the elimination of one Maintenance Worker 1 position in the Public Works Department. This change is most evident in the reduction in scope of the microsurfacing and asphalt patching goals for FY11. The reduced Supplies category reflects the reduction in street maintenance operations. The fluctuation in Services, Capital and Transfers is caused by the mixture of street reconstructions (Capital) versus street resurfacings (Services) and the annual variance in funding sources. See the capital improvement section for a list of the street improvement projects planned for FY11.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Maint Crew Leader           | 0.85                      | 0.95                      | 0.95                      | 0.95                      | 0.95                         | 0.95                        | 0.00               |
| (2) Maint Worker I              | 2.48                      | 2.22                      | 3.50                      | 3.15                      | 3.15                         | 2.50                        | (0.65)             |
| Maint Worker II                 | 0.57                      | 0.35                      | 0.51                      | 0.35                      | 0.35                         | 0.35                        | 0.00               |
| (5) Equipment Operator          | 3.50                      | 4.25                      | 4.04                      | 3.77                      | 3.77                         | 3.77                        | 0.00               |
|                                 |                           |                           |                           |                           |                              |                             |                    |
| <b>(8) Total Staffing (fte)</b> | <b>7.40</b>               | <b>7.77</b>               | <b>9.00</b>               | <b>8.22</b>               | <b>8.22</b>                  | <b>7.57</b>                 | <b>(0.65)</b>      |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 419,173                   | 539,305                   | 525,525                   | 551,346                   | 551,162                      | 545,864                     | -1%                |
| <b>Supplies</b>                 | 192,128                   | 290,604                   | 171,557                   | 393,484                   | 353,692                      | 328,375                     | -17%               |
| <b>Services</b>                 | 3,416,667                 | 3,874,772                 | 3,090,455                 | 4,339,143                 | 2,040,459                    | 6,971,949                   | 61%                |
| <b>Other</b>                    | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | 1,635,427                 | 1,891,752                 | 1,053,218                 | 2,026,168                 | 990,435                      | 1,828,540                   | -10%               |
| <b>Debt service</b>             | 837,072                   | 886,465                   | 857,824                   | 818,248                   | 818,248                      | 795,560                     | -3%                |
| <b>Transfers</b>                | 2,696,436                 | 2,995,840                 | 3,308,028                 | 2,384,044                 | 2,384,044                    | 3,462,143                   | 45%                |
| <b>Other</b>                    | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>9,196,903</b>          | <b>10,478,738</b>         | <b>9,006,607</b>          | <b>10,512,433</b>         | <b>7,138,040</b>             | <b>13,932,431</b>           | <b>33%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 1,905,153                 | 2,066,915                 | 1,815,011                 | 2,036,357                 | 2,021,681                    | 2,143,299                   | 5%                 |
| <b>Public Benefit</b>           | 845,676                   | 712,576                   | 848,520                   | 818,468                   | 818,468                      | -                           | ---                |
| <b>Motor Fuel Tax</b>           | 1,207,580                 | 2,204,389                 | 1,217,146                 | 1,825,665                 | 953,282                      | 115,869                     | -94%               |
| <b>Gaming</b>                   | 1,850,760                 | 2,283,264                 | 2,451,012                 | 1,565,576                 | 1,565,576                    | 3,462,143                   | 121%               |
| <b>Capital</b>                  | 2,541,191                 | 2,338,915                 | 1,811,067                 | 3,448,119                 | 960,785                      | 7,395,080                   | 114%               |
| <b>Debt</b>                     | 846,543                   | 872,679                   | 863,851                   | 818,248                   | 818,248                      | 816,040                     | 0%                 |
| <b>Total Expense</b>            | <b>9,196,903</b>          | <b>10,478,738</b>         | <b>9,006,607</b>          | <b>10,512,433</b>         | <b>7,138,040</b>             | <b>13,932,431</b>           | <b>33%</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 and sidewalks adjacent to parking facilities.

| <b>Service Indicators:</b>         | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                | 26                        | 26                        | 20                           | 20                          |
| <b>Workload:</b>                   |                           |                           |                              |                             |
| 1. Snow/Ice Storms less than 2"    | 19                        | 19                        | 13                           | 13                          |
| 2. Snow/Ice Storm between 2"&6"    | 6                         | 7                         | 6                            | 6                           |
| 3. Snow/Ice Storm greater than 6"  | 1                         | 0                         | 1                            | 1                           |
| 4. Total snowfall (inches)         | 39.2                      | 29.8                      | 30.0                         | 30.0                        |
| 5. Tons of salt spread             | 5,200                     | 4,050                     | 4,000                        | 4,000                       |
| <b>Productivity:</b>               |                           |                           |                              |                             |
| 1. Avg. cost of storm less than 2" | \$12,492                  | \$16,993                  | \$15,000                     | \$16,500                    |
| 2. Avg. cost of storm 2" to 6"     | \$41,895                  | \$36,814                  | \$30,000                     | \$33,000                    |
| 3. Avg. cost storm greater than 6" | \$59,225                  | \$0                       | \$65,000                     | \$70,000                    |
| 4. Manhours/inch (storm over 2")   | 96                        | 71                        | 80                           | 80                          |
| <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%                      | N/A                       | 100%                         | 100%                        |
| 5. % parking/sidewalks done 8a.m.  | 100%                      | 100%                      | 100%                         | 100%                        |
| 6. Avg. complaints/storm over 2"   | 6                         | 5                         | 5                            | 5                           |
| 7. Avg. complaints/storm under 2"  | 2                         | 2                         | 2                            | 2                           |

**Analysis:**

There are no operational changes planned for this cost center. The Personnel category increased because of an increase in anticipated overtime (based upon a rolling 3-year average). The Services category has been reduced because of a lower anticipated cost for vehicle maintenance.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Maint Crew Leader               | 0.10                      | 0.10                      | 0.10                      | 0.10                      | 0.10                         | 0.10                        | 0.00               |
| Equipment Operator              | 0.24                      | 0.25                      | 0.28                      | 0.31                      | 0.31                         | 0.31                        | 0.00               |
| Maint Worker I                  | 0.23                      | 0.19                      | 0.27                      | 0.23                      | 0.23                         | 0.19                        | (0.04)             |
| Maint Worker II                 | 0.08                      | 0.04                      | 0.08                      | 0.04                      | 0.04                         | 0.04                        | 0.00               |
| <b>(0) Total Staffing (fte)</b> | <b>0.65</b>               | <b>0.58</b>               | <b>0.73</b>               | <b>0.68</b>               | <b>0.68</b>                  | <b>0.64</b>                 | <b>(0.04)</b>      |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 115,409                   | 170,667                   | 151,994                   | 106,686                   | 106,686                      | 128,409                     | 20%                |
| <b>Supplies</b>                 | 160,388                   | 244,819                   | 534,254                   | 321,576                   | 321,576                      | 342,193                     | 6%                 |
| <b>Services</b>                 | 183,329                   | 253,179                   | 248,891                   | 175,204                   | 172,204                      | 132,599                     | -24%               |
| <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>459,126</b>            | <b>668,665</b>            | <b>935,139</b>            | <b>603,466</b>            | <b>600,466</b>               | <b>603,201</b>              | <b>0%</b>          |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 459,126                   | 668,665                   | 935,139                   | 603,466                   | 600,466                      | 603,201                     | 0%                 |
| <b>Total Expense</b>            | <b>459,126</b>            | <b>668,665</b>            | <b>935,139</b>            | <b>603,466</b>            | <b>600,466</b>               | <b>603,201</b>              | <b>0%</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.

### 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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|---|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                          |                           |                           |                              |                             |
| 1. Regular waste customers              | 14,275                    | 14,310                    | 14,330                       | 14,350                      |
| 2. Recycling centers                    | 1                         | 1                         | 1                            | 1                           |
| <b>Workload:</b>                        |                           |                           |                              |                             |
| 1. Reg waste collected (tons/year)      | 16,410                    | 18,905                    | 18,000                       | 16,500                      |
| 2. Yardwaste collected (tons/year)      | 1,250                     | 1,232                     | 1,250                        | 1,250                       |
| 3. Recycling Center (tons/year)         | 803                       | 668                       | 500                          | 500                         |
| 4. Curbside Recycling (tons/year)       | N/A                       | 467                       | 502                          | 520                         |
| <b>Productivity:</b>                    |                           |                           |                              |                             |
| 1. Cost/ton weekly collected            | \$65.27                   | \$66.80                   | \$72.36                      | \$66.06                     |
| 2. Cost per refuse cart collected       | \$46.06                   | \$43.48                   | \$46.81                      | \$41.81                     |
| 3. Cost/ton yardwaste collected         | \$134.99                  | \$159.56                  | \$217.82                     | \$255.82                    |
| 4. Cost/ton recycling materials         | \$57.00                   | \$36.75                   | \$42.00                      | \$45.00                     |
| <b>Effectiveness:</b>                   |                           |                           |                              |                             |
| 1. Mthly cost per hsehold for wkly coll | \$6.85                    | \$7.35                    | \$7.57                       | \$6.33                      |
| 2. Avg complaints per week              | 8.5                       | 10.0                      | 9.0                          | 9.0                         |
| 3. Portion Landfilled                   | 89.8%                     | 88.9%                     | 88.0%                        | 88.0%                       |
| 4. Portion Composted                    | 5.9%                      | 5.8%                      | 6.0%                         | 6.0%                        |
| 5. Portion Recycled                     | 4.3%                      | 6.3%                      | 6.0%                         | 6.0%                        |

**Analysis:**

There are no operational changes planned in Refuse except that the Refuse/Yardwaste Drop-Off Center has been relocated to the Millenium Landfill north of Milan. The lower Services category reflects lower equipment maintenance costs due to the scheduled replacement of the current refuse collection vehicles.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (7) Refuse Collector            | 5.48                      | 7.00                      | 6.91                      | 6.91                      | 6.91                         | 5.91                        | (1.00)             |
| Refuse Laborer                  | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| Maint Worker I                  | 0.23                      | 0.04                      | 0.04                      | 0.04                      | 0.04                         | 1.04                        | 1.00               |
| Maint Worker II                 | 0.08                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| Equipment Operator              | 0.28                      | 0.00                      | 0.07                      | 0.07                      | 0.07                         | 0.07                        | 0.00               |
| (1) Maint Crew Leader           | 0.90                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| <b>(8) Total Staffing (fte)</b> | <b>6.97</b>               | <b>8.04</b>               | <b>8.02</b>               | <b>8.02</b>               | <b>8.02</b>                  | <b>8.02</b>                 | <b>0.00</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 461,472                   | 455,611                   | 486,445                   | 510,447                   | 510,447                      | 542,091                     | 6%                 |
| <b>Supplies</b>                 | 82,042                    | 111,144                   | 32,634                    | 80,160                    | 112,989                      | 82,360                      | 3%                 |
| <b>Services</b>                 | 663,778                   | 813,836                   | 997,830                   | 1,058,679                 | 1,096,363                    | 927,214                     | -12%               |
| <b>Other</b>                    | -                         | -                         | -                         | 2,000                     | 2,000                        | 2,000                       | 0%                 |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Other</b>                    | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>1,207,292</b>          | <b>1,380,591</b>          | <b>1,516,909</b>          | <b>1,651,286</b>          | <b>1,721,799</b>             | <b>1,553,665</b>            | <b>-6%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 1,207,292                 | 1,380,591                 | 1,516,909                 | 1,651,286                 | 1,721,799                    | 1,553,665                   | -6%                |
| <b>Total Expense</b>            | <b>1,207,292</b>          | <b>1,380,591</b>          | <b>1,516,909</b>          | <b>1,651,286</b>          | <b>1,721,799</b>             | <b>1,553,665</b>            | <b>-6%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|-----------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                    |                           |                           |                              |                             |
| 1. Great River Plaza (sq yds)     | 1,075                     | 1,075                     | 1,075                        | 1,075                       |
| 2. City property mowed (acres)    | 366                       | 375                       | 400                          | 400                         |
| 3. Private property mowed (#)     | 89                        | 108                       | 176                          | 90                          |
| 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)  | 1,817                     | 2,214                     | 2,400                        | 2,450                       |
| 2. Priv prop mowed/season(#)      | 356                       | 147                       | 311                          | 300                         |
| 3. Weed spraying contract (acres) | 56.5                      | 56.5                      | 56.5                         | 56.5                        |
| 4. Trees trimmed by city crews    | 255                       | 122                       | 50                           | 50                          |
| <b>Productivity:</b>              |                           |                           |                              |                             |
| 1. Avg cost/acre mowed/city crews | \$38                      | \$31                      | \$37                         | \$40                        |
| 2. Avg cost/acre weed spraying    | \$93                      | \$98                      | \$139                        | \$145                       |
| 3. Ave cost/trees trimmed         | \$112                     | \$132                     | \$137                        | \$140                       |
| <b>Effectiveness:</b>             |                           |                           |                              |                             |
| 1. % maint. objectives achieved   | 100%                      | 100%                      | 100%                         | 100%                        |
| 2. % tree trimming requests done  | 100%                      | 100%                      | 100%                         | 100%                        |

**Analysis:**

The FY11 department budget includes one fewer Maintenance Worker 1 position and part (0.31 fte) of this reduction in force is reflected in the staffing for this cost center. As a result, service levels will be slightly less. The Supplies category is also slightly lower because of the reduction in available labor hours. Weed mowing will still be performed from this cost center, but Weed Control Program inspections have been transferred to the Community and Economic Development Department. This change is reflected in lower Services category costs (the Weed Inspector is an employment service worker) and a lower allocation of Public Works Department clerical time (Office Assistant III) needed to support the program.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Maint Crew Leader           | 0.90                      | 0.95                      | 0.95                      | 0.95                      | 0.95                         | 0.95                        | 0.00               |
| (3) Equipment Operator          | 2.41                      | 3.26                      | 3.02                      | 2.44                      | 2.44                         | 2.44                        | 0.00               |
| Refuse Collector                | 0.52                      | 0.00                      | 0.09                      | 0.09                      | 0.09                         | 0.09                        | 0.00               |
| Refuse Laborer                  | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (2) Maint Worker I              | 2.63                      | 2.17                      | 2.81                      | 2.23                      | 2.23                         | 1.92                        | (0.31)             |
| (1) Maint Worker II             | 1.14                      | 0.61                      | 0.91                      | 0.61                      | 0.61                         | 0.61                        | 0.00               |
| Office Assist. III              | 0.00                      | 0.00                      | 0.00                      | 0.20                      | 0.20                         | 0.00                        | (0.20)             |
| <b>(7) Total Staffing (fte)</b> | <b>7.60</b>               | <b>6.99</b>               | <b>7.78</b>               | <b>6.52</b>               | <b>6.52</b>                  | <b>6.01</b>                 | <b>(0.51)</b>      |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 418,426                   | 460,553                   | 522,636                   | 424,757                   | 424,757                      | 419,194                     | -1%                |
| <b>Supplies</b>                 | 8,345                     | 23,578                    | 19,477                    | 30,090                    | 25,295                       | 26,340                      | -12%               |
| <b>Services</b>                 | 272,763                   | 279,505                   | 913,450                   | 338,098                   | 341,388                      | 320,497                     | -5%                |
| <b>Other</b>                    | 294                       | (188)                     | (410)                     | -                         | -                            | -                           | ---                |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | 52,001                    | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | 61,830                    | 61,830                       | 61,830                      | 0%                 |
| <b>Other</b>                    | (8,437)                   | (357)                     | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>691,391</b>            | <b>763,091</b>            | <b>1,507,154</b>          | <b>854,775</b>            | <b>853,270</b>               | <b>827,861</b>              | <b>-3%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 650,990                   | 718,298                   | 1,309,801                 | 741,770                   | 740,265                      | 709,026                     | -4%                |
| <b>Gaming</b>                   | -                         | -                         | -                         | 61,830                    | 61,830                       | 61,830                      | 0%                 |
| <b>Capital</b>                  | -                         | -                         | 52,001                    | -                         | -                            | -                           | ---                |
| <b>Stormwater Utility</b>       | 40,401                    | 44,793                    | 145,352                   | 51,175                    | 51,175                       | 57,005                      | 11%                |
| <b>Total Expense</b>            | <b>691,391</b>            | <b>763,091</b>            | <b>1,507,154</b>          | <b>854,775</b>            | <b>853,270</b>               | <b>827,861</b>              | <b>-3%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                       | 92                        | 100                          | 100                         |
| <b>Workload:</b>                  |                           |                           |                              |                             |
| 1. Tickets issued (total)         | 8,423                     | 7,284                     | 7,300                        | 7,300                       |
| 2. Parking mtrs cleaned/repared   | 153                       | 108                       | 110                          | 110                         |
| 3. Contested tickets investigated | 277                       | 247                       | 250                          | 250                         |
| <b>Productivity:</b>              |                           |                           |                              |                             |
| 1. Cost per ticket issued         | \$9.63                    | \$10.11                   | \$10.62                      | \$11.15                     |
| 2. Avg tickets monthly/attendant  | 490                       | 399                       | 430                          | 430                         |
| 3. Avg cost/meter maintenance     | \$10.03                   | \$10.53                   | \$11.06                      | \$11.61                     |
| <b>Effectiveness:</b>             |                           |                           |                              |                             |
| 1. % tickets contested            | 3.3%                      | 3.4%                      | 3.8%                         | 4.0%                        |
| 2. % contested tickets voided     | 36.5%                     | 40.5%                     | 41.0%                        | 41.0%                       |
| 3. % meters maintained            | 100%                      | 100%                      | 100%                         | 100%                        |
| 4. % tickets collected            | 83%                       | 78%                       | 80%                          | 80%                         |

**Analysis:**

There are no operational changes planned for the Motor Vehicle Parking System. The Services category is less because of reduced equipment maintenance costs. The capital expenditure is the fourth phase of the rehabilitation of the parking ramp. A total of five phases are planned.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Parking Enf Attn I          | 1.00                      | 1.00                      | 1.00                      | 0.95                      | 0.95                         | 0.95                        | 0.00               |
| (1) Parking Enf Attn II         | 0.40                      | 0.40                      | 0.40                      | 0.40                      | 0.40                         | 0.40                        | 0.00               |
| Maint. Worker I                 | 0.33                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| Equipment Operator              | 0.17                      | 0.13                      | 0.13                      | 0.13                      | 0.13                         | 0.13                        | 0.00               |
| Water Service Rep               | 0.05                      | 0.05                      | 0.05                      | 0.05                      | 0.05                         | 0.05                        | 0.00               |
| Maint. Worker II                | 0.13                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| <b>(2) Total Staffing (fte)</b> | <b>2.08</b>               | <b>1.58</b>               | <b>1.58</b>               | <b>1.53</b>               | <b>1.53</b>                  | <b>1.53</b>                 | <b>0.00</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| Personnel                       | 78,352                    | 68,085                    | 68,172                    | 67,436                    | 67,436                       | 69,263                      | 3%                 |
| Supplies                        | 1,132                     | 1,340                     | 1,513                     | 2,500                     | 2,500                        | 2,500                       | 0%                 |
| Services                        | 76,839                    | 35,749                    | 31,786                    | 44,274                    | 44,274                       | 37,944                      | -14%               |
| Other                           | -                         | 30                        | -                         | 35                        | 35                           | 35                          | 0%                 |
| Programs                        | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| Capital                         | -                         | 288,240                   | 92,474                    | 100,000                   | 94,754                       | 120,000                     | 20%                |
| Debt service                    | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| Transfers                       | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| Other                           | 7                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>156,330</b>            | <b>393,444</b>            | <b>193,945</b>            | <b>214,245</b>            | <b>208,999</b>               | <b>229,742</b>              | <b>7%</b>          |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| General Fund                    | 144,427                   | 105,204                   | 101,471                   | 114,245                   | 114,245                      | 109,742                     | -4%                |
| Capital                         | 11,903                    | 288,240                   | 92,474                    | 100,000                   | 94,754                       | 120,000                     | 20%                |
| <b>Total Expense</b>            | <b>156,330</b>            | <b>393,444</b>            | <b>193,945</b>            | <b>214,245</b>            | <b>208,999</b>               | <b>229,742</b>              | <b>7%</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.

| Service Indicators:  | Actual<br>2007/08 | Actual<br>2008/09 | Estimated<br>2009/10 | Proposed<br>2010/11 |
|--|-------------------|-------------------|----------------------|---------------------|
| <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)   | 5.42              | 5.28              | 5.35                 | 5.30                |
| 2. Lab tests   | 26,400            | 26,400            | 26,400               | 26,400              |
| <b>Productivity:</b>   |                   |                   |                      |                     |
| 1. Treatment cost per million gallons  | \$829             | \$922             | \$938                | \$925               |
| 2. Labor hours per million gallons   | 11.6              | 11.9              | 11.7                 | 11.7                |
| 3. Cost per lab test   | \$4.48            | \$4.65            | \$4.98               | \$5.00              |
| <b>Effectiveness:</b>  |                   |                   |                      |                     |
| 1. Finished water turbidity achieved   | 0.11              | 0.11              | 0.13                 | 0.13                |
| 2. % time for unscheduled repair   | 25.0%             | 25.0%             | 25.0%                | 20.0%               |
| 3. Taste and odor complaints   | 14                | 8                 | 10                   | 0                   |

**Analysis:**

There are no operational changes planned for Water Treatment. The reduction in the Supplies category reflects lower costs for water treatment chemicals and treatment process improvements that reduce the need for chemicals. The increase in the Other category reflects slightly higher dues for professional organizations. The Capital expenditure is an upgrade to the Water Treatment Plant Supervisory, Control and Data Acquisition (SCADA) system.

| <b>Staffing:</b>                 | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Water Treat Supv             | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 0.90                        | (0.10)             |
| (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                      | 1.90                      | 2.00                      | 2.00                         | 2.00                        | 0.00               |
| (6) Water Treat Oper             | 6.00                      | 6.00                      | 6.00                      | 6.00                      | 6.00                         | 6.00                        | 0.00               |
| Marina Worker                    | 0.04                      | 0.04                      | 0.04                      | 0.04                      | 0.04                         | 0.04                        | 0.00               |
| Maint Worker I                   | 0.08                      | 0.08                      | 0.04                      | 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>10.98</b>              | <b>11.08</b>              | <b>11.08</b>                 | <b>10.98</b>                | <b>(0.10)</b>      |
| <b>Expense:</b>                  |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                 | 816,022                   | 824,857                   | 826,614                   | 914,997                   | 857,247                      | 923,087                     | 1%                 |
| <b>Supplies</b>                  | 383,281                   | 471,856                   | 558,717                   | 934,641                   | 934,641                      | 587,430                     | -37%               |
| <b>Services</b>                  | 317,402                   | 344,795                   | 390,911                   | 333,085                   | 333,085                      | 356,721                     | 7%                 |
| <b>Other</b>                     | 426                       | 426                       | 709                       | 700                       | 700                          | 900                         | 29%                |
| <b>Programs</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                   | 22,683                    | -                         | -                         | -                         | -                            | 30,000                      | NEW                |
| <b>Debt service</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>               | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>         | <b>1,539,814</b>          | <b>1,641,934</b>          | <b>1,776,951</b>          | <b>2,183,423</b>          | <b>2,125,673</b>             | <b>1,898,138</b>            | <b>-13%</b>        |
| <b>Expense by Fund:</b>          |                           |                           |                           |                           |                              |                             |                    |
| <b>Water Oper &amp; Mnt</b>      | 1,539,814                 | 1,641,934                 | 1,776,951                 | 2,183,423                 | 2,125,673                    | 1,898,138                   | -13%               |
| <b>Wastewater Oper</b>           | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Expense</b>             | <b>1,539,814</b>          | <b>1,641,934</b>          | <b>1,776,951</b>          | <b>2,183,423</b>          | <b>2,125,673</b>             | <b>1,898,138</b>            | <b>-13%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                       |                           |                           |                              |                             |
| 1. Miles water main                  | 228                       | 228                       | 228                          | 228                         |
| 2. Fire hydrants                     | 1,928                     | 1,928                     | 1,932                        | 1,940                       |
| 3. Control Valves                    | 4,315                     | 4,315                     | 4,327                        | 4,337                       |
| 4. Active Metered Accounts           | 14,490                    | 14,761                    | 14,770                       | 14,800                      |
| <b>Workload:</b>                     |                           |                           |                              |                             |
| 1. Service calls/meter calls/JULIE   | 5,685                     | 4,642                     | 4,500                        | 4,950                       |
| 2. Hydrants inspected/painted        | 4387/750                  | 4087/647                  | 4300/485                     | 4300/625                    |
| 3. Control valves exercised          | 6                         | 16                        | 18                           | 150                         |
| 4. Main breaks                       | 102                       | 80                        | 75                           | 75                          |
| 5. Meters installed/repaired         | 308/65                    | 186/70                    | 275/250                      | 300/300                     |
| <b>Productivity:</b>                 |                           |                           |                              |                             |
| 1. Avg cost per service call         | \$14.46                   | \$13.00                   | \$13.50                      | \$14.00                     |
| 2. Ave cost per main break           | \$1,805                   | \$2,362                   | \$1,850                      | \$2,000                     |
| 3. Avg cost per meter installed      | \$105.00                  | \$94.00                   | \$97.00                      | \$100.00                    |
| <b>Effectiveness:</b>                |                           |                           |                              |                             |
| 1. Avg repair time/service call (hr) | 0.38                      | 0.40                      | 0.40                         | 0.40                        |
| 2. Avg time interrupt/mainbreak (hr) | 3.40                      | 4.43                      | 4.50                         | 4.00                        |
| 3. Avg time/valve inspection (hr)    | 0.85                      | 0.90                      | 1.00                         | 1.00                        |

**Analysis:**

There are no operational changes planned for water distribution. The Services category is higher due to an increased allocation for emergency repairs that cannot be accomplished with City resources and a contract to rebuild twenty old-style fire hydrants. See the capital improvements section for a list of the projects planned for FY11. The second Other category reflects an increase in the depreciation charge.

| <b>Staffing:</b>                 | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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              | 6.10                      | 6.00                      | 6.00                      | 6.00                      | 6.00                         | 6.00                        | 0.00               |
| (1) Equipment Oper               | 0.70                      | 0.73                      | 1.03                      | 1.33                      | 1.33                         | 1.33                        | 0.00               |
| Tech Services Assist.            | 0.50                      | 0.50                      | 0.25                      | 0.25                      | 0.25                         | 0.25                        | 0.00               |
|                                  |                           |                           |                           |                           |                              |                             |                    |
| <b>(14) Total Staffing (fte)</b> | <b>14.00</b>              | <b>13.93</b>              | <b>13.98</b>              | <b>14.28</b>              | <b>14.28</b>                 | <b>14.28</b>                | <b>0.00</b>        |
| <b>Expense:</b>                  |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                 | 966,514                   | 945,015                   | 937,660                   | 1,070,227                 | 1,069,327                    | 1,061,944                   | -1%                |
| <b>Supplies</b>                  | 125,922                   | 138,599                   | 125,416                   | 146,035                   | 150,808                      | 158,619                     | 9%                 |
| <b>Services</b>                  | 1,062,558                 | 902,947                   | 410,242                   | 335,497                   | 336,497                      | 397,674                     | 19%                |
| <b>Other</b>                     | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Programs</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                   | 22,962                    | 596,281                   | 356,255                   | 782,704                   | 170,941                      | 1,724,687                   | 120%               |
| <b>Other</b>                     | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                 | -                         | 69,996                    | -                         | -                         | -                            | -                           | ---                |
| <b>Other</b>                     | -                         | 11,294                    | 19,071                    | 11,294                    | 11,294                       | 19,069                      | 69%                |
| <b>Total Cost Center</b>         | <b>2,177,956</b>          | <b>2,664,132</b>          | <b>1,848,644</b>          | <b>2,345,757</b>          | <b>1,738,867</b>             | <b>3,361,993</b>            | <b>43%</b>         |
| <b>Expense by Fund:</b>          |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Gaming</b>                    | -                         | 69,996                    | -                         | -                         | -                            | -                           | ---                |
| <b>Water Oper &amp; Mnt</b>      | 2,168,001                 | 2,582,753                 | 1,793,172                 | 2,298,257                 | 1,691,367                    | 3,315,144                   | 44%                |
| <b>Wastewater Oper</b>           | 9,955                     | 11,383                    | 55,472                    | 47,500                    | 47,500                       | 46,849                      | -1%                |
| <b>Total Expense</b>             | <b>2,177,956</b>          | <b>2,664,132</b>          | <b>1,848,644</b>          | <b>2,345,757</b>          | <b>1,738,867</b>             | <b>3,361,993</b>            | <b>43%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                    | 13,124                    | 13,950                       | 13,950                      |
| 2. Sewer cleaning (ft)            | 546,045                   | 462,200                   | 450,000                      | 500,000                     |
| 3. Sewer manholes cleaned         | 24                        | 116                       | 24                           | 24                          |
| 4. Sewer manholes repaired        | 11                        | 6                         | 12                           | 12                          |
| <b>Productivity:</b>              |                           |                           |                              |                             |
| 1. Cost for sewer televising (ft) | \$ 0.55                   | \$ 0.59                   | \$ 0.62                      | \$ 0.65                     |
| 2. Cost for sewer cleaning (ft)   | \$ 0.11                   | \$ 0.09                   | \$ 0.10                      | \$ 0.10                     |
| 3. Cost per manhole cleaned       | \$ 55.00                  | \$ 36.00                  | \$ 45.00                     | \$ 45.00                    |
| 4. Cost per manhole repaired      | \$ 687.00                 | \$ 411.00                 | \$ 500.00                    | \$ 500.00                   |
| <b>Effectiveness:</b>             |                           |                           |                              |                             |
| 1. Sewer backup & odor complaints | 123/19                    | 217                       | 172                          | 150                         |
| 2. Manhole complaints             | 18                        | 8                         | 20                           | 10                          |

**Analysis:**

There are no changes planned for wastewater collections. See the capital improvements section for a list of projects planned in FY11. The Other category reflects an increase in the depreciation charge.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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             | 1.38                      | 1.38                      | 1.38                      | 1.35                      | 1.35                         | 1.35                        | 0.00               |
| (1) Tech Service Assist         | 0.56                      | 0.54                      | 0.52                      | 0.52                      | 0.52                         | 0.52                        | 0.00               |
| Equipment Oper                  | 0.35                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| <b>(3) Total Staffing (fte)</b> | <b>3.29</b>               | <b>2.92</b>               | <b>2.90</b>               | <b>2.87</b>               | <b>2.87</b>                  | <b>2.87</b>                 | <b>0.00</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 180,954                   | 182,063                   | 188,686                   | 200,207                   | 200,207                      | 204,265                     | 2%                 |
| <b>Supplies</b>                 | 16,760                    | 14,742                    | 18,290                    | 17,390                    | 17,390                       | 17,390                      | 0%                 |
| <b>Services</b>                 | 480,156                   | 433,967                   | 447,833                   | 452,887                   | 452,887                      | 490,013                     | 8%                 |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | 129,445                   | 287,606                   | 226,991                   | 1,995,994                 | 1,975,395                    | 704,898                     | -65%               |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | 69,996                    | -                         | -                         | -                            | -                           | ---                |
| <b>Other</b>                    | -                         | 679                       | 5,742                     | 679                       | 679                          | 5,741                       | 746%               |
| <b>Total Cost Center</b>        | <b>807,315</b>            | <b>989,053</b>            | <b>887,542</b>            | <b>2,667,157</b>          | <b>2,646,558</b>             | <b>1,422,307</b>            | <b>-47%</b>        |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>Gaming</b>                   | -                         | 69,996                    | -                         | -                         | -                            | -                           | ---                |
| <b>Water Oper &amp; Mnt</b>     | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Wastewater Oper</b>          | 807,315                   | 919,057                   | 887,542                   | 2,667,157                 | 2,646,558                    | 1,422,307                   | -47%               |
| <b>Total Expense</b>            | <b>807,315</b>            | <b>989,053</b>            | <b>887,542</b>            | <b>2,667,157</b>          | <b>2,646,558</b>             | <b>1,422,307</b>            | <b>-47%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b> (mgd = million gallons per day) |                           |                           |                              |                             |
| 1. Mill Street Plant capacity (mgd)            | 16.00                     | 16.00                     | 16.00                        | 16.00                       |
| 2. Southwest Plant capacity (mgd)              | 1.50                      | 1.50                      | 1.50                         | 1.50                        |
| <b>Workflow:</b>                               |                           |                           |                              |                             |
| 1. Mill St wastewater treated(mgd)             | 8.27                      | 10.20                     | 10.40                        | 8.00                        |
| 2. SW wastewater treated (mgd)                 | 0.33                      | 0.44                      | 0.50                         | 0.40                        |
| 3. Laboratory tests performed                  | 11,008                    | 11,008                    | 11,008                       | 11,008                      |
| <b>Productivity:</b>                           |                           |                           |                              |                             |
| 1. Cost per million gallons treated            | \$386                     | \$317                     | \$315                        | \$350                       |
| 2. Man hrs/million gallons treated             | 6.6                       | 5.4                       | 5.5                          | 6.0                         |
| 3. Cost per laboratory test                    | \$5.70                    | \$5.61                    | \$5.60                       | \$5.60                      |
| <b>Effectiveness:</b>                          |                           |                           |                              |                             |
| 1. % time for unscheduled repairs              | 30%                       | 30%                       | 35%                          | 25%                         |
| 2. % effluent quality achieved                 | 100%                      | 100%                      | 100%                         | 100%                        |

**Analysis:**

There are no operational changes planned for Wastewater Treatment. The reduced Services category reflects the completion of a major equipment replacement project at the Southwest Wastewater Treatment Plant in FY10. See the capital improvements section for a list of projects planned in FY11.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (7) Wwater Treat Opr II         | 7.00                      | 7.00                      | 7.00                      | 7.00                      | 7.00                         | 8.00                        | 1.00               |
| (1) Maint Mechanic              | 1.00                      | 1.00                      | 0.90                      | 1.00                      | 1.00                         | 0.00                        | (1.00)             |
| (1) Chemist                     | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| Maint Worker I                  | 0.08                      | 0.08                      | 0.04                      | 0.04                      | 0.04                         | 0.04                        | 0.00               |
| Marina Worker                   | 0.04                      | 0.04                      | 0.04                      | 0.04                      | 0.04                         | 0.04                        | 0.00               |
| Wwater Treat Supv               | 0.60                      | 0.60                      | 0.60                      | 0.60                      | 0.60                         | 0.00                        | (0.60)             |
|                                 |                           |                           |                           |                           |                              |                             |                    |
| <b>(9) Total Staffing (fte)</b> | <b>9.72</b>               | <b>9.72</b>               | <b>9.58</b>               | <b>9.68</b>               | <b>9.68</b>                  | <b>9.08</b>                 | <b>(0.60)</b>      |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 671,561                   | 685,725                   | 720,003                   | 752,048                   | 752,048                      | 713,313                     | -5%                |
| <b>Supplies</b>                 | 116,938                   | 88,389                    | 117,423                   | 106,400                   | 106,400                      | 107,325                     | 1%                 |
| <b>Services</b>                 | 709,933                   | 395,157                   | 395,259                   | 367,765                   | 581,863                      | 318,831                     | -13%               |
| <b>Other</b>                    | -                         | 30                        | -                         | -                         | -                            | -                           | ---                |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | 9,120                     | 44,972                    | -                         | 1,500,000                 | 2,924,455                    | 8,316,331                   | 454%               |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>1,507,552</b>          | <b>1,214,273</b>          | <b>1,232,685</b>          | <b>2,726,213</b>          | <b>4,364,766</b>             | <b>9,455,800</b>            | <b>247%</b>        |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Water Oper &amp; Mnt</b>     | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Wastewater Oper</b>          | 1,507,552                 | 1,214,273                 | 1,232,685                 | 2,726,213                 | 4,364,766                    | 9,455,800                   | 247%               |
| <b>Total Expense</b>            | <b>1,507,552</b>          | <b>1,214,273</b>          | <b>1,232,685</b>          | <b>2,726,213</b>          | <b>4,364,766</b>             | <b>9,455,800</b>            | <b>247%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                       |                           |                           |                              |                             |
| 1. Storm sewers (miles)              | 115                       | 115                       | 115                          | 115                         |
| 2. Stormwater catchbasins            | 4,947                     | 4,947                     | 4,947                        | 4,947                       |
| 3. Stormwater manholes               | 1,836                     | 1,836                     | 1,836                        | 1,836                       |
| 4. Stormwater outfalls               | 703                       | 703                       | 703                          | 703                         |
| 5. New rain gardens built (#)        | 43                        | 22                        | 37                           | 40                          |
| 6. New rain gardens built (sq ft)    | 16,555                    | 7,430                     | 10,072                       | 12,500                      |
| 7. Rain barrels distributed          | 7                         | 5                         | 6                            | 5                           |
| 8. Total rain barrels distributed    | 20                        | 25                        | 31                           | 36                          |
| 9. Total rain gardens built (#)      | 133                       | 155                       | 192                          | 232                         |
| 10. Total rain gardens built (sq ft) | 51,926                    | 59,356                    | 69,428                       | 81,928                      |
| <b>Workload:</b>                     |                           |                           |                              |                             |
| 1. Storm sewer televising (ft)       | 73,851                    | 16,432                    | 44,295                       | 45,000                      |
| 2. Storm sewer cleaning (ft)         | 2,400                     | 25                        | 25                           | 100                         |
| 3. Catchbasins cleaned               | 5,956                     | 3,562                     | 4,350                        | 4,000                       |
| 4. Catchbasins repaired              | 27                        | 39                        | 48                           | 30                          |
| 5. Catchbasin replaced/contractor    | 40                        | 40                        | 20                           | 25                          |
| <b>Productivity:</b>                 |                           |                           |                              |                             |
| 1. Storm sewer cleaning per foot     | \$ 0.21                   | \$ 0.23                   | \$ 0.26                      | \$ 0.28                     |
| 2. \$/catchbasin cleaned             | \$ 2.60                   | \$ 5.80                   | \$ 3.96                      | \$ 4.00                     |
| 3. \$/catchbasin/manhole repaired    | \$ 458                    | \$ 490                    | \$ 661                       | \$ 500                      |
| <b>Effectiveness:</b>                |                           |                           |                              |                             |
| 1. Stormwater complaints             | 57                        | 95                        | 135                          | 125                         |

## Analysis:

There are no operational changes planned for Storm Water Management. The Supplies category is lower because of a reduced need to purchase tools for storm water collection system maintenance. The Services category is higher because of an expanded catch basin reconstruction program and contract maintenance of the Saukie Detention Basin. The Programs category is higher because of Rain Garden Program funds that are being carried forward from FY10 to FY11 to reimburse participants for gardens that were not completed in FY10. See the capital improvements section for a list of storm water system projects planned for FY11.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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              | 1.20                      | 1.20                      | 1.10                      | 1.10                      | 1.10                         | 1.29                        | 0.19               |
| Marina Yard Worker              | 0.10                      | 0.10                      | 0.10                      | 0.10                      | 0.10                         | 0.10                        | 0.00               |
| Marina Manager                  | 0.25                      | 0.25                      | 0.25                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| Office Assistant III            | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (4) Tech Services Assist        | 3.06                      | 2.96                      | 3.73                      | 3.73                      | 3.73                         | 3.73                        | 0.00               |
| Equipment Operator              | 0.35                      | 0.38                      | 0.38                      | 0.95                      | 0.95                         | 0.76                        | (0.19)             |
| Asst. to the PW Dir.            | 0.00                      | 0.00                      | 0.00                      | 0.25                      | 0.25                         | 0.25                        | 0.00               |
|                                 |                           |                           |                           |                           |                              |                             |                    |
| <b>(6) Total Staffing (fte)</b> | <b>5.96</b>               | <b>5.89</b>               | <b>6.56</b>               | <b>7.13</b>               | <b>7.13</b>                  | <b>7.13</b>                 | <b>0.00</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 274,108                   | 328,059                   | 362,574                   | 439,462                   | 439,462                      | 447,789                     | 2%                 |
| <b>Supplies</b>                 | 14,062                    | 12,069                    | 12,133                    | 14,123                    | 14,123                       | 12,637                      | -11%               |
| <b>Services</b>                 | 347,916                   | 195,543                   | 372,978                   | 210,767                   | 210,767                      | 240,249                     | 14%                |
| <b>Other</b>                    | (1,242)                   | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Programs</b>                 | 66,707                    | 63,654                    | 38,728                    | 75,000                    | 65,286                       | 84,714                      | 13%                |
| <b>Capital</b>                  | 71,362                    | 25,455                    | 54,966                    | 157,000                   | 163,586                      | 100,000                     | -36%               |
| <b>Debt service</b>             | 418                       | 1,021                     | 1,450                     | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | 125,004                   | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>898,335</b>            | <b>625,801</b>            | <b>842,829</b>            | <b>896,352</b>            | <b>893,224</b>               | <b>885,389</b>              | <b>-1%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>Gaming</b>                   | 125,004                   | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Wastewater Oper</b>          | 196                       | 1,128                     | -                         | -                         | -                            | -                           | ---                |
| <b>Stormwater Utility</b>       | 773,135                   | 624,673                   | 842,829                   | 896,352                   | 893,224                      | 885,389                     | -1%                |
| <b>Total Expense</b>            | <b>898,335</b>            | <b>625,801</b>            | <b>842,829</b>            | <b>896,352</b>            | <b>893,224</b>               | <b>885,389</b>              | <b>-1%</b>         |

# Hydroelectric Plant

## Program Description:

Generate electricity at the Rock Island Hydroelectric Plant on the Rock River near 11th Street to be used at major city facilities.

## Program Objectives:

- Provide low cost renewable energy for city facilities.
- Effectively maintain the Rock Island Hydroelectric Plant
- Maintain the boat safety signs and boat barriers at the Sears Dam and the Steel Dam.

| <b>Service Indicators:</b>  | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|---|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>  |                           |                           |                              |                             |
| 1. Maximum (rated) capacity in kilowatts (kw)   | 600                       | 600                       | 1,200                        | 1,200                       |
| 2. Target production in kilowatt-hours (kwh)  | 2,825,000                 | 2,825,000                 | 3,250,000                    | 5,545,000                   |
| <b>Workload:</b>  |                           |                           |                              |                             |
| 1. Actual electricity produced (kwh) <sup>1</sup>                                     | 2,382,611                 | 1,858,821                 | 3,020,000                    | 5,545,000                   |
| 2. Electricity sent to City facilities (kwh) <sup>1</sup>                             | -                         | 1,722,225                 | 2,700,000                    | 5,300,000                   |
| 3. Electricity sold to MidAmerican Energy Co (kwh) <sup>1</sup>                       | 2,588,469                 | -                         | -                            | -                           |
| 4. Renewable Energy Certificates ("Green Tags") sold                                  | -                         | -                         | -                            | 5,540                       |
| 5. Plant maintenance (hrs)  | N/A                       | 3,778                     | 3,100                        | 1,730                       |
| <b>Productivity:</b>  |                           |                           |                              |                             |
| 1. Cost per kilowatt-hour   | N/A                       | \$0.0500                  | \$0.0500                     | \$0.0500                    |
| 2. Green Tag sale price   | N/A                       | NA                        | NA                           | \$10.00                     |
| <b>Effectiveness:</b>   |                           |                           |                              |                             |
| 1. Portion of City electricity needs (15,300,000 kwh) provided by Hydroelectric Plant | 0%                        | 11.3%                     | 17.6%                        | 35%                         |
| 2. Plant production (% of target)   | 84%                       | 66%                       | 93%                          | 100%                        |

Note 1: The difference between total production and total sales reflects adjustment factors related to MidAmerican Energy Company distribution system losses.

**Analysis:**

The plant was purchased in June 2008 and the expansion was completed in early 2010. FY11 will be the first full year of production by the expanded plant. The financial information prior to FY11 reflects a combination of maintenance and plant expansion activities. All the expense category changes reflect the transition into routine operation and maintenance operations.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Maint. Mechanic                 | 0.00                      | 0.00                      | 0.20                      | 0.30                      | 0.30                         | 0.00                        | (0.30)             |
| Maint. Worker II                | 0.00                      | 0.00                      | 0.05                      | 0.00                      | 0.00                         | 0.15                        | 0.15               |
| Eng. Tech II                    | 0.00                      | 0.00                      | 0.05                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (0) <b>Total Staffing (fte)</b> | <b>0.00</b>               | <b>0.00</b>               | <b>0.30</b>               | <b>0.30</b>               | <b>0.30</b>                  | <b>0.15</b>                 | <b>(0.15)</b>      |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | -                         | 4,126                     | 21,591                    | 17,483                    | 6,638                        | 9,224                       | -47%               |
| <b>Supplies</b>                 | -                         | 639                       | 32,146                    | 12,000                    | 20,520                       | 7,500                       | -38%               |
| <b>Services</b>                 | -                         | 57,582                    | 63,927                    | 6,171                     | 71,187                       | 13,989                      | 127%               |
| <b>Other</b>                    | -                         | -                         | 52                        | -                         | 4,619                        | -                           | ---                |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | (1)                       | 521,651                   | 286,618                      | -                           | -100%              |
| <b>Debt service</b>             | -                         | -                         | 58,622                    | 175,239                   | 175,239                      | 173,139                     | -1%                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | -                         | <b>62,347</b>             | <b>176,337</b>            | <b>732,544</b>            | <b>564,821</b>               | <b>203,852</b>              | <b>-72%</b>        |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>Hydropower Plant</b>         | -                         | 62,347                    | 176,337                   | 732,544                   | 564,821                      | 203,852                     | -72%               |
| <b>Total Expense</b>            | -                         | <b>62,347</b>             | <b>176,337</b>            | <b>732,544</b>            | <b>564,821</b>               | <b>203,852</b>              | <b>-72%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                           |                           |                           |                              |                             |
| 1. City vehicles/equipment               | 394                       | 394                       | 380                          | 380                         |
| 2. Outside agencies vehicles/equip.      | 87                        | 87                        | 69                           | 69                          |
| 3. Standard parts inventoried            | 400,000                   | 400,000                   | 370,000                      | 350,000                     |
| <b>Workload:</b>                         |                           |                           |                              |                             |
| 1. Scheduled repairs                     | 3,345                     | 4,826                     | 4,494                        | 4,500                       |
| 2. Preventative maintenance              | 1,244                     | 1,395                     | 1,030                        | 1,400                       |
| 3. Unexpected breakdowns                 | 2,119                     | 1,708                     | 1,744                        | 1,700                       |
| 4. Body shop repairs                     | 187                       | 201                       | 218                          | 225                         |
| 5. Inventory transactions                | 12,513                    | 13,200                    | 13,624                       | 13,500                      |
| <b>Productivity:</b>                     |                           |                           |                              |                             |
| 1. Garage productivity/flat rate jobs    | 140%                      | 138%                      | 133%                         | 130%                        |
| 2. Body Shop productivity/flat rate jobs | 132%                      | 130%                      | 132%                         | 130%                        |
| 3. Cost per inventory transaction        | \$30.00                   | \$39.50                   | \$34.62                      | \$34.62                     |
| <b>Effectiveness:</b>                    |                           |                           |                              |                             |
| 1. Fleet downtime                        | 3.0%                      | 6.9%                      | 7.5%                         | 5.0%                        |
| 2. Unexpected breakdowns                 | 35.0%                     | 35.0%                     | 39.0%                        | 35.0%                       |
| 3. Inventory accuracy                    | 98.0%                     | 97.0%                     | 98.0%                        | 98.0%                       |

**Analysis:**

The operations of the Fleet Services Garage are being split into two shifts (day and night) to provide better customer service for preventative maintenance appointments and to allow work on critical daytime use vehicles such as the refuse packers to be done at night. The increase in the Supplies category reflects an increase in the cost of fuel and automotive repair parts.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                      | 0.20                      | 0.15                      | 0.15                         | 0.15                        | 0.00               |
| (1) Parts Clerk                 | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
|                                 |                           |                           |                           |                           |                              |                             |                    |
| <b>(9) Total Staffing (fte)</b> | <b>9.25</b>               | <b>9.25</b>               | <b>9.20</b>               | <b>9.15</b>               | <b>9.15</b>                  | <b>9.15</b>                 | <b>0.00</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 609,274                   | 669,255                   | 767,080                   | 724,228                   | 744,943                      | 716,657                     | -1%                |
| <b>Supplies</b>                 | 839,331                   | 1,105,920                 | 1,145,939                 | 868,518                   | 1,018,259                    | 1,045,216                   | 20%                |
| <b>Services</b>                 | 94,514                    | 102,270                   | 150,305                   | 105,750                   | 112,270                      | 107,520                     | 2%                 |
| <b>Other</b>                    | 4,549                     | 3,991                     | 1,767                     | 7,000                     | 6,200                        | 7,000                       | 0%                 |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>1,547,668</b>          | <b>1,881,436</b>          | <b>2,065,091</b>          | <b>1,705,496</b>          | <b>1,881,672</b>             | <b>1,876,393</b>            | <b>10%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>Fleet Services</b>           | 1,547,668                 | 1,881,436                 | 2,065,091                 | 1,705,496                 | 1,881,672                    | 1,876,393                   | 10%                |
| <b>Total Expense</b>            | <b>1,547,668</b>          | <b>1,881,436</b>          | <b>2,065,091</b>          | <b>1,705,496</b>          | <b>1,881,672</b>             | <b>1,876,393</b>            | <b>10%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|-----------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                    |                           |                           |                              |                             |
| 1. Equip purchase/budgeted value  | \$1,110,582               | \$823,270                 | \$836,142                    | \$1,439,700                 |
| <b>Workload:</b>                  |                           |                           |                              |                             |
| 1. Equipment specs to write       | 6                         | 11                        | 12                           | 8                           |
| 2. # pieces of equip. to purchase | 50                        | 17                        | 23                           | 33                          |
| <b>Productivity:</b>              |                           |                           |                              |                             |
| 1. Average purchase price/vehicle | \$22,212                  | \$38,875                  | \$36,354                     | \$43,627                    |
| <b>Effectiveness:</b>             |                           |                           |                              |                             |
| 1. % budgeted items to bid        | 100%                      | 100%                      | 89%                          | 100%                        |
| 2. % bid items at or below budget | 100%                      | 90%                       | 92%                          | 100%                        |

**Analysis:**

The FY11 equipment replacements are 4 refuse packers, 3 ambulances, 2 street sweepers, 20 police patrol cars, 2 police K9 vehicles, 2 lawn tractors, 3 pickup trucks and a portable light tower used for nighttime emergency operations. Other has been eliminated for FY 10-11 as depreciation expenses have been moved to the administration cost center.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                    | 99,185                    | 49,960                    | 49,960                       | -                           | -100%              |
| Programs                        | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| Capital                         | 199,736                   | 1                         | 13,805                    | 1,037,665                 | 836,142                      | 1,551,326                   | 50%                |
| Debt services                   | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| Transfers                       | 285,000                   | 56,292                    | -                         | -                         | -                            | -                           | ---                |
| Contingency                     | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>486,731</b>            | <b>106,253</b>            | <b>112,990</b>            | <b>1,087,625</b>          | <b>886,102</b>               | <b>1,551,326</b>            | <b>43%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| Gaming                          | 285,000                   | 56,292                    | -                         | -                         | -                            | -                           | ---                |
| Stormwater                      | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| Fleet Services                  | 201,731                   | 49,961                    | 112,990                   | 1,087,625                 | 886,102                      | 1,551,326                   | 43%                |
| <b>Total Expense</b>            | <b>486,731</b>            | <b>106,253</b>            | <b>112,990</b>            | <b>1,087,625</b>          | <b>886,102</b>               | <b>1,551,326</b>            | <b>43%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|---------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                        |                           |                           |                              |                             |
| 1. Traffic signaled intersections     | 62                        | 64                        | 64                           | 64                          |
| 2. Warning lights                     | 16                        | 16                        | 16                           | 16                          |
| 3. Street lights                      | 1,204                     | 1,204                     | 1,204                        | 1,204                       |
| 4. Mobile radios                      | 225                       | 214                       | 214                          | 214                         |
| 5. Buildings and facilities           | 16                        | 16                        | 16                           | 16                          |
| <b>Workload:</b>                      |                           |                           |                              |                             |
| 1. Traffic signals maint. Hrs.        | 915                       | 828                       | 1,165                        | 1,000                       |
| 2. Street lights maint. Hrs.          | 1,011                     | 934                       | 864                          | 1,200                       |
| 3. Radios maint. Hrs.                 | 1,082                     | 228                       | 443                          | 400                         |
| 4. Bldg/facility maint. Hrs.          | 1,576                     | 2,713                     | 2,511                        | 2,000                       |
| <b>Productivity:</b>                  |                           |                           |                              |                             |
| 1. Avg cost per signaled intersection | \$ 1,052                  | \$ 619                    | \$ 955                       | \$ 1,100                    |
| 2. Avg cost per street light          | \$ 76                     | \$ 81                     | \$ 73                        | \$ 84                       |
| 3. Avg cost per radio                 | \$ 270                    | \$ 90                     | \$ 87                        | \$ 100                      |
| 4. Avg cost per bldg/facility         | \$ 2,316                  | \$ 7,848                  | \$ 4,946                     | \$ 2,800                    |
| <b>Effectiveness:</b>                 |                           |                           |                              |                             |
| 1. Avg repair hours/intersection      | 14.8                      | 12.9                      | 18.2                         | 10.0                        |
| 2. Avg repair hours/light             | 0.8                       | 0.8                       | 0.7                          | 0.8                         |
| 3. Avg repair hours/radio             | 3.4                       | 1.1                       | 2.0                          | 1.2                         |
| 4. Avg repair hours/facility          | 145.0                     | 170.0                     | 126.0                        | 150.0                       |

**Analysis:**

There are no operational changes planned for Electrical Maintenance. See the capital improvements section for a list of capital projects.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Maint Worker II             | 0.00                      | 0.00                      | 0.00                      | 0.45                      | 0.45                         | 0.45                        | 0.00               |
|                                 |                           |                           |                           |                           |                              |                             |                    |
| <b>(3) Total Staffing (fte)</b> | <b>3.00</b>               | <b>3.00</b>               | <b>3.00</b>               | <b>2.45</b>               | <b>2.45</b>                  | <b>2.45</b>                 | <b>0.00</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 230,282                   | 237,409                   | 187,955                   | 193,819                   | 195,044                      | 197,588                     | 2%                 |
| <b>Supplies</b>                 | 48,843                    | 66,258                    | 44,010                    | 47,341                    | 47,685                       | 46,041                      | -3%                |
| <b>Services</b>                 | 343,036                   | 352,380                   | 383,290                   | 338,195                   | 339,659                      | 348,496                     | 3%                 |
| <b>Other</b>                    | 121                       | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | 225,000                   | 41,765                       | 133,235                     | -41%               |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>622,282</b>            | <b>656,047</b>            | <b>615,255</b>            | <b>804,355</b>            | <b>624,153</b>               | <b>725,360</b>              | <b>-10%</b>        |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>General Fund</b>             | 622,282                   | 656,047                   | 615,255                   | 579,355                   | 582,388                      | 592,125                     | 2%                 |
| <b>Motor Fuel Tax</b>           | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Gaming</b>                   | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | 225,000                   | 41,765                       | 133,235                     | -41%               |
| <b>Total Expense</b>            | <b>622,282</b>            | <b>656,047</b>            | <b>615,255</b>            | <b>804,355</b>            | <b>624,153</b>               | <b>725,360</b>              | <b>-10%</b>        |



# RI

## ROCK ISLAND ILLINOIS



# PARK AND RECREATION DEPARTMENT

## Goals & Objectives

Provide quality services, facilities and imaginative approaches to recreational and natural resource opportunities.

Improve recreational program offerings to the community by providing benefits to our customers.

Improve marketing image through increased information about programs.

Continue to work toward expanded revenue based programming.

Oversee and manage the new Schwiebert Riverfront Park through maintenance, rentals, special events, and programming.

Continue to expand on the marketing for all of our facilities and programs.

Enhance the RIFAC programming to meet the needs of the membership and encourage new memberships.

Continue cooperation with the District and 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.

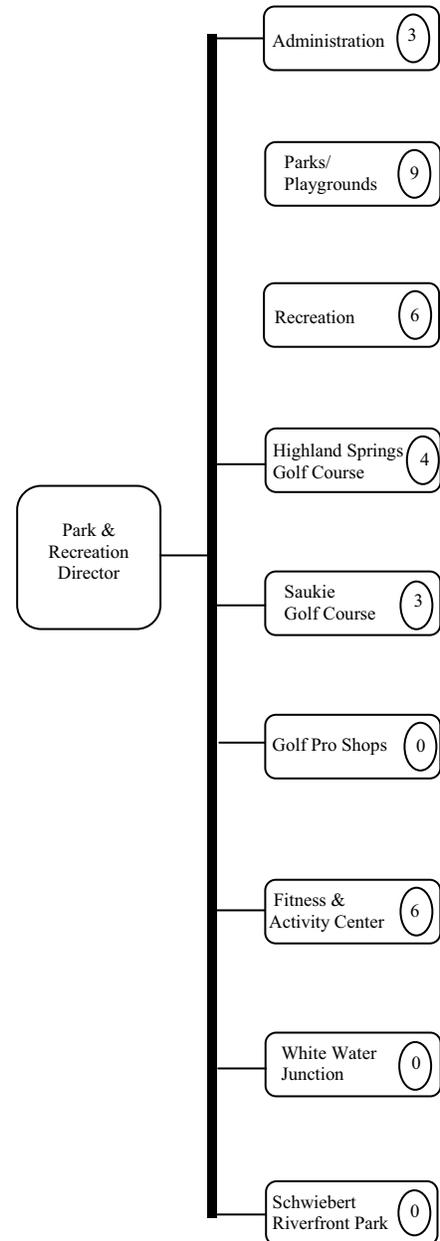
Continue to support and enhance pedestrian/bicycle trails in the City of Rock Island.

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 28 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), Schwiebert Riverfront Park 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, 55 part time regular employees, and approximately 137 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.

Overall, the Department is being impacted by the increase in minimum wage requirements for Illinois. We have increased fees to the point where new increases result in an equal loss in attendance resulting in no change in revenue. As a result, most of the fees have not been changed for the year, unless we can identify a fee that is below market rate. The budget is extremely tight, and there is very little in new capital improvements or maintenance projects.

The Park Division will continue to maintain park areas and oversee the capital projects currently underway including the expansion at RIFAC, the completion of Schwiebert Riverfront Park and the baseball field at Hauberg. Seasonal staffing has been cut back and maintenance frequency will be diminished in the parks and visible landscaping areas. Sylvan Slough Park and some low use parks will be basic maintenance only and broken equipment may be mothballed as a result of the reduced budget. Parks continues to maintain the landscaping and care of the bike trails, repair of playgrounds, landscape areas around the downtown and some specific entry areas and right of way landscape areas.

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. Recreation will also oversee the programming aspects of Schwiebert Riverfront Park.

The Recreation Division continues to concentrate on programs that are successful and continues to build on those offerings. The Administrative staff will continue to work with affinity groups and neighborhoods to develop programs. Once the new gymnasium and classroom space is available at the Community Recreation side of RIFAC we will add new sport leagues and other programs which were not available without new space.

The Revenue Facilities that include Golf, RIFAC, and Whitewater are expected to operate from fees generated. Golf has continued to drop in play in the Midwest; however Highland actually had a small increase in play this past year in spite of very difficult weather. Saukie will transfer from the county to the city which will drop some tax expense we have had in the past. Staff continues to be very aggressive in offering coupons and specials that encourage golf play.

At RIFAC class revenues continue to stay strong. The expansion and transfer of Park and Recreation to RIFAC should take place this fall. This will enable us to cut some costs for administration, but most of those savings will show up in future budgets.

Whitewater Junction will continue with the current amenities and the addition of the new parking lot. The Spray Pad project was placed on hold because of the bids being over the expected costs. We will re-evaluate this expansion in the near future after we have completed our expansion at RIFAC. Last year our attendance was down as a result of the cool and rainy weather, however our expectation is a normal year of approximately 39,000 attending.

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<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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             | 2.00                      | 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              | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (5) Park Maint Workers           | 4.00                      | 5.00                      | 5.00                      | 5.00                      | 5.00                         | 5.00                        | 0.00               |
| (2) Rec Maint Workers            | 2.00                      | 2.00                      | 2.00                      | 2.00                      | 2.00                         | 2.00                        | 0.00               |
| (1) Golf Supt                    | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (2) Golf Asst Supt               | 2.00                      | 2.00                      | 2.00                      | 2.00                      | 2.00                         | 2.00                        | 0.00               |
| (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             | 0.67                      | 0.70                      | 0.70                      | 0.70                      | 0.70                         | 0.77                        | 0.07               |
| (1) Hauberg Maint                | 0.65                      | 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 (137)                   | 40.49                     | 38.60                     | 38.85                     | 38.78                     | 38.09                        | 27.95                       | (10.83)            |
| Part Time (53)                   | 14.73                     | 17.05                     | 17.96                     | 18.05                     | 18.28                        | 16.60                       | (1.45)             |
| <b>(31) Total Staffing (fte)</b> | <b>84.54</b>              | <b>86.00</b>              | <b>87.16</b>              | <b>87.18</b>              | <b>86.72</b>                 | <b>74.97</b>                | <b>(12.21)</b>     |
| <b>Expense:</b>                  |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                 | 2,379,038                 | 2,580,587                 | 2,858,844                 | 2,872,647                 | 2,857,248                    | 2,780,201                   | -3%                |
| <b>Supplies</b>                  | 811,445                   | 815,934                   | 844,835                   | 923,984                   | 932,706                      | 912,475                     | -1%                |
| <b>Services</b>                  | 1,142,090                 | 1,180,791                 | 1,477,902                 | 1,552,677                 | 1,573,977                    | 1,478,259                   | -5%                |
| <b>Other</b>                     | 146,314                   | 31,956                    | 71,713                    | 44,933                    | 44,933                       | 31,818                      | -29%               |
| <b>Programs</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                   | 20,027                    | 34,722                    | 421,327                   | 14,687,295                | 8,190,806                    | 5,973,338                   | -59%               |
| <b>Debt service</b>              | 45,252                    | 32,163                    | 88,664                    | 547,823                   | 547,823                      | 1,337,922                   | 144%               |
| <b>Transfers</b>                 | 656,928                   | 236,004                   | 212,848                   | 334,896                   | 334,896                      | 219,259                     | -35%               |
| <b>Contingency</b>               | 615,939                   | 582,687                   | 689,782                   | 581,701                   | 581,701                      | 682,209                     | 17%                |
| <b>Total Department</b>          | <b>5,817,033</b>          | <b>5,494,844</b>          | <b>6,665,915</b>          | <b>21,545,956</b>         | <b>15,064,090</b>            | <b>13,415,481</b>           | <b>-38%</b>        |
| <b>Expense by Fund:</b>          |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>TIF District #1</b>           | -                         | -                         | 29,596                    | -                         | -                            | -                           | ---                |
| <b>Gaming</b>                    | 405,240                   | 140,004                   | 84,996                    | 85,000                    | 85,000                       | 90,000                      | 6%                 |
| <b>Cap Improv</b>                | 155,688                   | -                         | 455,979                   | 9,968,899                 | 5,297,806                    | 4,041,338                   | -59%               |
| <b>Debt Service</b>              | -                         | -                         | 29,596                    | 439,771                   | 439,771                      | 1,008,871                   | 129%               |
| <b>WW Oper/Maint.</b>            | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Parks &amp; Rec</b>           | 5,256,105                 | 5,351,162                 | 6,065,748                 | 11,039,811                | 9,229,038                    | 8,262,797                   | -25%               |
| <b>Fleet Services</b>            | -                         | 3,678                     | -                         | 12,475                    | 12,475                       | 12,475                      | 0%                 |
| <b>Total Expense</b>             | <b>5,817,033</b>          | <b>5,494,844</b>          | <b>6,665,915</b>          | <b>21,545,956</b>         | <b>15,064,090</b>            | <b>13,415,481</b>           | <b>-38%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                     |                           |                           |                              |                             |
| 1. Authorized employees            | 29                        | 29                        | 29                           | 29                          |
| 2. Department budget               | \$ 5,506,296              | \$ 6,065,748              | \$ 9,229,038                 | \$ 8,262,797                |
| 3. Mandated projects identified    | \$ 10,250                 | \$ 18,752                 | \$ 533,000                   | \$ 250,000                  |
| 4. Capital dollars budgeted        | \$ 34,722                 | \$ 59,155                 | \$ 2,943,000                 | \$ 1,942,000                |
| <b>Workload:</b>                   |                           |                           |                              |                             |
| 1. Mandated projects budgeted      | 2                         | 2                         | 5                            | 3                           |
| 2. Capital projects budgeted       | 6                         | 8                         | 11                           | 4                           |
| 3. Special task projects processed | 5                         | 8                         | 7                            | 6                           |
| <b>Productivity:</b>               |                           |                           |                              |                             |
| 1. Avg cost per mandated project   | \$ 5,125                  | \$ 9,376                  | \$ 106,600                   | \$ 83,333                   |
| 2. Avg cost per capital project    | \$ 5,787                  | \$ 7,394                  | \$ 267,545                   | \$ 485,500                  |
| <b>Effectiveness:</b>              |                           |                           |                              |                             |
| 1. Dept value per capita           | \$ 179.00                 | \$ 151.64                 | \$ 230.72                    | \$ 206.57                   |
| 2. Bdgtd mandated proj completed   | 50.0%                     | 20.0%                     | 60.0%                        | 100.0%                      |
| 3. Capital cost per capita         | \$ 30.24                  | \$ 1.48                   | \$ 73.57                     | \$ 48.55                    |
| 4. Property tax per capita         | \$ 38.83                  | \$ 42.30                  | \$ 42.50                     | \$ 42.57                    |

**Analysis:**

Park and Recreation Administration will oversee or be intimately involved with expansions at RIFAC, and Schwiebert Riverfront Park. We will also supervise the design and construction for Old Chicago Park and Douglas Park when funding becomes available. 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. This year we are transferring some of the administrative staffing to Recreation and RIFAC as a result of our consolidation at the RIFAC site in the fall. Office supplies and other items used at the current office will be decreased as a result of the move of the office. Service expense has also been cut in an effort to balance the overall Park and Recreation Budget. Depreciation is also less as a result of a decrease in equipment purchases.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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               |
| (0) Admin. Assistants           | 1.25                      | 1.25                      | 1.25                      | 1.25                      | 1.25                         | 0.00                        | (1.25)             |
| <b>(3) Total Staffing (fte)</b> | <b>3.50</b>               | <b>3.50</b>               | <b>3.50</b>               | <b>3.50</b>               | <b>3.50</b>                  | <b>2.25</b>                 | <b>(1.25)</b>      |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 221,950                   | 271,408                   | 326,154                   | 253,519                   | 253,519                      | 201,252                     | -21%               |
| <b>Supplies</b>                 | 3,347                     | 3,687                     | 6,762                     | 5,510                     | 5,510                        | 4,034                       | -27%               |
| <b>Services</b>                 | 75,014                    | 73,366                    | 84,778                    | 71,988                    | 71,988                       | 64,374                      | -11%               |
| <b>Other</b>                    | 2,574                     | 2,280                     | 44,536                    | 3,290                     | 3,290                        | 3,290                       | 0%                 |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | 75,000                    | 75,000                    | 77,256                    | 80,147                    | 80,147                       | 81,349                      | 1%                 |
| <b>Contingency</b>              | 243,583                   | 202,405                   | 183,356                   | 202,006                   | 202,006                      | 176,611                     | -13%               |
| <b>Total Cost Center</b>        | <b>621,468</b>            | <b>628,146</b>            | <b>722,842</b>            | <b>616,460</b>            | <b>616,460</b>               | <b>530,910</b>              | <b>-14%</b>        |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>Parks &amp; Rec</b>          | 621,468                   | 628,146                   | 722,842                   | 616,460                   | 616,460                      | 530,910                     | -14%               |
| <b>Total Expense</b>            | <b>621,468</b>            | <b>628,146</b>            | <b>722,842</b>            | <b>616,460</b>            | <b>616,460</b>               | <b>530,910</b>              | <b>-14%</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.

| <b>Service Indicators:</b>             | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                         |                           |                           |                              |                             |
| 1. Park acres maintained               | 296                       | 296                       | 296                          | 301                         |
| 2. Playgrounds maintained              | 23                        | 23                        | 23                           | 25                          |
| 3. Buildings maintained                | 52                        | 52                        | 52                           | 55                          |
| 4. Landscape features maintained       | 100                       | 100                       | 100                          | 106                         |
| <b>Workload:</b>                       |                           |                           |                              |                             |
| 1. Park acres mowed                    | 210                       | 210                       | 210                          | 212                         |
| 2. Playgrounds to be upgraded          | 1                         | 1                         | 1                            | 1                           |
| 3. Buildings scheduled for maintenance | 2                         | 4                         | 9                            | 4                           |
| 4. Landscape features to be improved   | 20                        | 15                        | 11                           | 8                           |
| <b>Productivity:</b>                   |                           |                           |                              |                             |
| 1. Cost per acre mowed (labor\$/acre)  | \$ 4.32                   | \$ 4.35                   | \$ 4.39                      | \$ 4.42                     |
| 2. Playground upgrades completed       | 1                         | 1                         | 0                            | 1                           |
| 3. Building maintenance completed      | 2                         | 4                         | 8                            | 4                           |
| 4. Landscape features improved         | 20                        | 10                        | 11                           | 8                           |
| <b>Effectiveness:</b>                  |                           |                           |                              |                             |
| 1. Park acres mowed                    | 100%                      | 100%                      | 100%                         | 100%                        |
| 2. Playgrounds upgraded                | 50%                       | 100%                      | 0%                           | 100%                        |
| 3. Buildings maintained                | 80%                       | 100%                      | 100%                         | 100%                        |
| 4. Landscape features improved         | 100%                      | 66%                       | 100%                         | 100%                        |

## Analysis:

Parks will oversee the maintenance of Schwiebert Riverfront Park although there is a separate budget for this facility. Parks also holds some funding for the Botanical Center and the intended Children's Garden as well as the funding for the Rock River Bridge trail that connects with Moline and Milan. When funding is approved, final design and construction of Old Chicago Park will begin. Parks will continue to improve the landscape areas in several TIF Districts as well as the Downtown. Because of the need to work toward a balanced budget, a number of seasonal hours were cut which will have an impact on maintenance in the parks. Sylvan Slough will only receive minimal maintenance, and equipment that breaks down in the parks may have to be mothballed until a future budget allows for repairs. Parks also holds the expense and debt service for Schwiebert Riverfront Park which is offset by TIF funds. Services and Supplies were dramatically cut to balance the budget. Transfers in the past went to Public Works for Micro Sealing of roads and parking lots. These were all cut from the budget. Contingency changes based upon where expense for vehicles is placed by other departments involved in the budget process.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Seasonal (24)                   | 5.86                      | 5.87                      | 6.12                      | 5.75                      | 4.97                         | 3.54                        | (2.21)             |
| Part Time (4)                   | 3.17                      | 3.36                      | 4.04                      | 4.04                      | 4.04                         | 3.13                        | (0.91)             |
| (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                | 4.00                      | 5.00                      | 5.00                      | 5.00                      | 5.00                         | 4.50                        | (0.50)             |
| <b>(9) Total Staffing (fte)</b> | <b>17.03</b>              | <b>18.23</b>              | <b>19.16</b>              | <b>18.79</b>              | <b>18.01</b>                 | <b>15.17</b>                | <b>(3.62)</b>      |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 531,744                   | 578,006                   | 623,458                   | 688,727                   | 688,727                      | 634,045                     | -8%                |
| <b>Supplies</b>                 | 149,292                   | 142,684                   | 129,548                   | 183,210                   | 183,210                      | 147,050                     | -20%               |
| <b>Services</b>                 | 154,027                   | 168,826                   | 334,900                   | 441,617                   | 476,617                      | 377,035                     | -15%               |
| <b>Other</b>                    | 1,089                     | 427                       | 464                       | 825                       | 825                          | 825                         | 0%                 |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | 5,957                     | 18,592                    | 390,316                   | 10,652,295                | 5,407,306                    | 4,883,338                   | -54%               |
| <b>Debt service</b>             | -                         | -                         | 62,588                    | 439,771                   | 439,771                      | 1,008,871                   | 129%               |
| <b>Transfers</b>                | 360,936                   | -                         | 29,596                    | 132,300                   | 132,300                      | -                           | -100%              |
| <b>Contingency</b>              | -                         | 4,520                     | 128,298                   | 4,519                     | 4,519                        | 128,299                     | 2739%              |
| <b>Total Cost Center</b>        | <b>1,203,045</b>          | <b>913,055</b>            | <b>1,699,168</b>          | <b>12,543,264</b>         | <b>7,333,275</b>             | <b>7,179,463</b>            | <b>-43%</b>        |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>TIF District #1</b>          | -                         | -                         | 29,596                    | -                         | -                            | -                           | ---                |
| <b>Gaming</b>                   | 335,244                   | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | 25,692                    | -                         | 455,979                   | 9,968,899                 | 5,297,806                    | 4,041,338                   | -59%               |
| <b>Debt Service</b>             | -                         | -                         | 29,596                    | 439,771                   | 439,771                      | 1,008,871                   | 129%               |
| <b>WW Oper./Maint.</b>          | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Parks &amp; Rec</b>          | 842,109                   | 909,377                   | 1,183,997                 | 2,122,119                 | 1,583,223                    | 2,116,779                   | 0%                 |
| <b>Fleet Services</b>           | -                         | 3,678                     | -                         | 12,475                    | 12,475                       | 12,475                      | 0%                 |
| <b>Total Expense</b>            | <b>1,203,045</b>          | <b>913,055</b>            | <b>1,699,168</b>          | <b>12,543,264</b>         | <b>7,333,275</b>             | <b>7,179,463</b>            | <b>-43%</b>        |

## Recreation Programs

### Program Description:

The Recreation Programs Budget is divided into 5 different divisions; General Recreation , Hauberg Civic Center, Sports Complex, Summer Day Camps, and School Site Programs. These individual divisions and 3 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 camp programs, rentals of the Sports Complex and Hauberg Civic Center. The Department will continue to provide and expand recreational services to target groups and neighborhoods within the community.

### Program Objectives:

- To increase program participation in paid recreation programs by 2%, which will increase revenues.
- To increase the number of rentals/user groups and continue tours and programming at Hauberg Civic Center
- To continue the number of registered softball teams from the previous year, and build new sport programs with the use of the new gym .
- To continue to provide a recreational Day Camp for 6-12 year olds and identify funding to keep as many school sites open as possible.
- To continue to collaborate with the Rock Island School District and area organizations as an active partner in youth programming.

| <b>Service Indicators:</b>               | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                           |                           |                           |                              |                             |
| 1. # of recreational activities          | 221                       | 304                       | 392                          | 395                         |
| 2. # of Hauberg rentals/user groups      | 488                       | 413                       | 509                          | 530                         |
| 3. # of Hauberg tours                    | 222                       | 237                       | 345                          | 350                         |
| 4. # adult sftball sport teams available | 150                       | 152                       | 152                          | 164                         |
| 5. # of day camp registration spots      | 5,000                     | 5,000                     | 4,000                        | 4,000                       |
| 6. # of summer rec participant spots     | 390                       | 390                       | 400                          | 80                          |
| <b>Workload:</b>                         |                           |                           |                              |                             |
| 1. # of registered rec prog participants | 3,423                     | 3,881                     | 3,690                        | 3,881                       |
| 2. # of visitors from tours              | 1,086                     | 1,087                     | 1,109                        | 1,100                       |
| 3. # of registered softball teams        | 166                       | 141                       | 138                          | 150                         |
| 4. # of day camp participants            | 2,212                     | 2,815                     | 2,507                        | 2,750                       |
| 5. # of summer rec prog participants     | 326                       | 406                       | 406                          | 80                          |
| <b>Productivity:</b>                     |                           |                           |                              |                             |
| 1. Total paid participants               | 7,301                     | 8,388                     | 7,853                        | 8,430                       |
| 2. Avg revenue per participant           | \$ 36.28                  | \$ 26.52                  | \$ 25.13                     | \$ 26.52                    |
| 3. Programs without recovery costs       | 13                        | 13                        | 10                           | 10                          |
| 4. Commtly & Spec Event attendance       | 26,500                    | 27,000                    | 28,500                       | 30,000                      |
| <b>Effectiveness:</b>                    |                           |                           |                              |                             |
| 1. # of cancelled activities             | 7                         | 46                        | 75                           | 75                          |
| 2. Program value per capita              | \$ 18.19                  | \$ 20.78                  | \$ 22.72                     | \$ 19.54                    |
| 3. Property tax per capita               | \$ 20.38                  | \$ 21.32                  | \$ 21.42                     | \$ 21.43                    |

**Analysis:**

This year will be a bit of a contradiction as a result of the budget. We have decreased the seasonal staffing used to support youth sports, but intend to increase participation through new programming at the ball fields and with the new gymnasium. Hauberg hours are being cut back to provide service during rentals and meeting use, but less "open" daily service. We intend to move the Administrative and Recreation Staff to new offices in the fall which should reduce some expenses. Program support to the Genesis Guild has been cut along with other program support for outside associations. The cuts to personnel are in the field maintenance area and some part time positions for summer camp. Supplies for camps, ballfields, and general repair of facilities has been reduced. The recreation staff will continue 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<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Asst Park & Rec Dir             | 0.25                      | 0.25                      | 0.25                      | 0.25                      | 0.25                         | 0.00                        | (0.25)             |
| (2) Recreation Supv             | 2.00                      | 2.00                      | 2.00                      | 2.00                      | 2.00                         | 2.00                        | 0.00               |
| (1) Hauberg Director            | 0.67                      | 0.70                      | 0.70                      | 0.70                      | 0.70                         | 0.77                        | 0.07               |
| Secretary                       | 0.25                      | 0.25                      | 0.25                      | 0.25                      | 0.25                         | 0.25                        | 0.00               |
| (1) Hauberg Hsekpg              | 0.65                      | 0.65                      | 0.65                      | 0.65                      | 0.65                         | 0.65                        | 0.00               |
| Seas/PT (51)                    | 10.65                     | 10.54                     | 10.40                     | 10.03                     | 10.00                        | 5.56                        | (4.47)             |
| (2) Rec Maint                   | 2.00                      | 2.00                      | 2.00                      | 2.00                      | 2.00                         | 2.00                        | 0.00               |
| <b>(6) Total Staffing (fte)</b> | <b>16.47</b>              | <b>16.39</b>              | <b>16.25</b>              | <b>15.88</b>              | <b>15.85</b>                 | <b>11.23</b>                | <b>(4.65)</b>      |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 401,397                   | 409,117                   | 415,565                   | 499,356                   | 486,007                      | 397,150                     | -20%               |
| <b>Supplies</b>                 | 88,686                    | 92,451                    | 107,342                   | 133,583                   | 133,583                      | 112,278                     | -16%               |
| <b>Services</b>                 | 184,676                   | 208,830                   | 293,861                   | 258,802                   | 258,802                      | 242,265                     | -6%                |
| <b>Other</b>                    | 10,502                    | 10,924                    | 6,082                     | 19,060                    | 19,060                       | 17,095                      | -10%               |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | 9,000                     | 69,000                    | 9,000                     | 17,449                    | 17,449                       | 17,910                      | 3%                 |
| <b>Contingency</b>              | -                         | (119)                     | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>694,261</b>            | <b>790,203</b>            | <b>831,850</b>            | <b>928,250</b>            | <b>914,901</b>               | <b>786,698</b>              | <b>-15%</b>        |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>Gaming</b>                   | -                         | 60,000                    | -                         | -                         | -                            | -                           | ---                |
| <b>Park &amp; Rec</b>           | 694,261                   | 730,203                   | 831,850                   | 928,250                   | 914,901                      | 786,698                     | -15%               |
| <b>Total Expense</b>            | <b>694,261</b>            | <b>790,203</b>            | <b>831,850</b>            | <b>928,250</b>            | <b>914,901</b>               | <b>786,698</b>              | <b>-15%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|---------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                  |                           |                           |                              |                             |
| 1. Total attendance anticipated | 40,826                    | 40,390                    | 25,091                       | 40,000                      |
| 2. Memberships                  | 272                       | 270                       | 220                          | 300                         |
| 3. Punch passes                 | 103                       | 82                        | 89                           | 100                         |
| 4. Special events               | 3                         | 3                         | 3                            | 3                           |
| 5. Rentals available            | 32                        | 32                        | 32                           | 32                          |
| <b>Workload:</b>                |                           |                           |                              |                             |
| 1. Paid attendance received     | 29,839                    | 29,222                    | 17,787                       | 29,000                      |
| 2. Membership scans             | 10,270                    | 10,064                    | 7,304                        | 10,000                      |
| 3. Free/promotional attendance  | 717                       | 1,104                     | 548                          | 800                         |
| <b>Productivity:</b>            |                           |                           |                              |                             |
| 1. Cost per attendee            | \$ 10.32                  | \$ 8.98                   | \$ 23.02                     | \$ 10.53                    |
| 2. Concession per attendee      | \$ 1.75                   | \$ 1.84                   | \$ 1.89                      | \$ 1.87                     |
| <b>Effectiveness:</b>           |                           |                           |                              |                             |
| 1. Paid attendance              | \$ 241,630.00             | \$ 249,906.00             | \$ 182,000.00                | \$ 250,060.00               |
| 2. Memberships                  | 375                       | 352                       | 309                          | 350                         |
| 3. Concessions                  | \$ 71,565.00              | \$ 73,908.00              | \$ 50,000.00                 | \$ 74,000.00                |
| 4. Special events completed     | 3                         | 3                         | 3                            | 3                           |

**Analysis:**

We are entering our 8th year of operation. As a result of the bid prices being higher than our anticipated budget, the spray pad the project was put on hold. The parking lot was completed, and extensive work was completed on pool drains. We will continue to market the pool with internet coupons, print media, radio and some cable TV. Staffing levels have been cut back by closing the pool on weekdays during the last two weeks of August. Attendance is slow after school starts in August, and we needed to cut hours to balance expenditures. Capital intended to be used for the spray pad has been "transferred" to the RIFAC and Park and Recreation expansion.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Seasonal (28)                   | 8.06                      | 8.00                      | 8.20                      | 8.32                      | 7.75                         | 6.84                        | (1.48)             |
| Asst Mgr (.25)                  | 0.00                      | 0.00                      | 0.25                      | 0.25                      | 0.25                         | 0.25                        | 0.00               |
| <b>(0) Total Staffing (fte)</b> | <b>8.06</b>               | <b>8.00</b>               | <b>8.45</b>               | <b>8.57</b>               | <b>8.00</b>                  | <b>7.09</b>                 | <b>(1.48)</b>      |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 139,139                   | 125,988                   | 172,806                   | 151,821                   | 151,821                      | 145,333                     | -4%                |
| <b>Supplies</b>                 | 74,064                    | 64,505                    | 71,591                    | 70,925                    | 70,925                       | 72,245                      | 2%                 |
| <b>Services</b>                 | 50,732                    | 53,846                    | 75,951                    | 75,367                    | 78,867                       | 79,790                      | 6%                 |
| <b>Other</b>                    | 370                       | 70                        | 8                         | 170                       | 170                          | 170                         | 0%                 |
| <b>Capital</b>                  | -                         | -                         | 4,079                     | 420,000                   | 168,500                      | -                           | -100%              |
| <b>Debt service</b>             | 38,430                    | 29,479                    | 26,076                    | 108,052                   | 108,052                      | 109,468                     | 1%                 |
| <b>Transfers</b>                | 211,992                   | 92,004                    | 96,996                    | 97,000                    | 97,000                       | 102,000                     | 5%                 |
| <b>Contingency</b>              | 125,057                   | 125,310                   | 125,052                   | 125,011                   | 125,011                      | 125,011                     | 0%                 |
| <b>Total Cost Center</b>        | <b>639,784</b>            | <b>491,202</b>            | <b>572,559</b>            | <b>1,048,346</b>          | <b>800,346</b>               | <b>634,017</b>              | <b>-40%</b>        |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>Gaming</b>                   | 69,996                    | 80,004                    | 84,996                    | 85,000                    | 85,000                       | 90,000                      | 6%                 |
| <b>Capital</b>                  | 129,996                   | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Parks &amp; Rec</b>          | 439,792                   | 411,198                   | 487,563                   | 963,346                   | 715,346                      | 544,017                     | -44%               |
| <b>Total Expense</b>            | <b>639,784</b>            | <b>491,202</b>            | <b>572,559</b>            | <b>1,048,346</b>          | <b>800,346</b>               | <b>634,017</b>              | <b>-40%</b>        |

# Highland Springs Golf Course

## Program Description:

Highland Springs is a full service course stretching from 5,154 yards to over 6,800 yards from the four sets of tees. It offers many diverse challenges, such as large undulating greens, numerous sand bunkers, deep ravines, and mature trees. Several water hazards and naturalized roughs come into play providing quality golf. Other amenities include a Driving Range, Pro Shop, Beverage Cart, GPS cart location and Snack Bar with beer and sprit sales, and a busy pavilion used by outings.

## Program Objectives:

- Increase awareness of the course offerings in an effort to increase our rounds played. This includes print and internet couponing offered outside of the traditional marketing, and continuation of successful strategies from 09/10.
- 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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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       | 45                        | 97                        | 110                          | 115                         |
| 4. Acres to maintain              | 200                       | 200                       | 200                          | 200                         |
| <b>Workload:</b>                  |                           |                           |                              |                             |
| 1. Rounds played                  | 27,699                    | 28,014                    | 32,000                       | 35,000                      |
| 2. Range tokens sold              | 10,600                    | 11,050                    | 12,700                       | 13,000                      |
| 3. League/outing rounds played    | 2,966                     | 4,725                     | 5,947                        | 6,000                       |
| 4. Maintenance projects completed | 5                         | 4                         | 4                            | 1                           |
| <b>Productivity:</b>              |                           |                           |                              |                             |
| 1. Income per round (gross)       | \$29.49                   | \$28.98                   | \$26.35                      | \$27.50                     |
| 2. Clubhouse cost per round       | \$11.88                   | \$12.12                   | \$9.64                       | \$9.35                      |
| 3. Maint cost per round           | \$18.49                   | \$18.53                   | \$16.76                      | \$15.84                     |
| 4. Maint cost per hole            | \$28,449                  | \$28,834                  | \$29,789                     | \$30,791                    |
| <b>Effectiveness:</b>             |                           |                           |                              |                             |
| 1. Revenue exceeding expenditures | \$ (12,311.00)            | \$ (46,675.00)            | \$ (150,000.00)              | \$ 1,768.00                 |
| 2. Usage increased (decreased)    | (1,453)                   | 315                       | 3,986                        | 3,000                       |

**Analysis:**

Pass sales have increased slightly with a total of 22% of play coming from memberships. All of the area courses have experienced a drop in play over the past 8 years. Our rounds have increased this past year as a result of completed cart paths, maintenance of the course and marketing efforts. This year saw the completion of paved pathways on the hillsides for the cart paths. Virtually all of the capital projects for 2010/11 have been reduced or eliminated in an effort to balance play with operations. The budget does include a transfer of funds to purchase a pickup truck for the facility. Depreciation has also dropped as a part of the expense for the facility.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| 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                       | 0.25                      | 0.25                      | 0.25                      | 0.25                      | 0.25                         | 0.25                        | 0.00               |
| Seas/Greens (14)                | 4.59                      | 4.59                      | 4.59                      | 4.59                      | 4.59                         | 4.82                        | 0.23               |
| PT/Greens (2)                   | 0.96                      | 0.96                      | 0.96                      | 0.96                      | 0.96                         | 0.96                        | 0.00               |
| Seas/Clbhse (12)                | 4.40                      | 4.40                      | 4.40                      | 4.40                      | 4.40                         | 3.90                        | (0.50)             |
| (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               |
| Assist Park/Rec Dir             | 0.25                      | 0.25                      | 0.25                      | 0.25                      | 0.25                         | 0.25                        | 0.00               |
| <b>(4) Total Staffing (fte)</b> | <b>14.45</b>              | <b>14.45</b>              | <b>14.45</b>              | <b>14.45</b>              | <b>14.45</b>                 | <b>14.18</b>                | <b>(0.27)</b>      |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 369,781                   | 420,792                   | 467,997                   | 468,247                   | 466,197                      | 473,595                     | 1%                 |
| <b>Supplies</b>                 | 211,175                   | 226,737                   | 248,249                   | 236,628                   | 242,093                      | 241,163                     | 2%                 |
| <b>Services</b>                 | 195,673                   | 140,223                   | 133,276                   | 149,912                   | 129,912                      | 146,049                     | -3%                |
| <b>Other</b>                    | 2,581                     | 2,636                     | 2,142                     | 3,443                     | 3,443                        | 3,443                       | 0%                 |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | 6,070                     | 15,130                    | 8,229                     | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | 4,000                     | 4,000                        | 18,000                      | 350%               |
| <b>Contingency</b>              | 33,862                    | 36,529                    | 41,199                    | 36,494                    | 36,494                       | 41,148                      | 13%                |
| <b>Total Cost Center</b>        | <b>819,142</b>            | <b>842,047</b>            | <b>901,092</b>            | <b>898,724</b>            | <b>882,139</b>               | <b>923,398</b>              | <b>3%</b>          |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>Gaming</b>                   | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Parks &amp; Rec</b>          | 819,142                   | 842,047                   | 901,092                   | 898,724                   | 882,139                      | 923,398                     | 3%                 |
| <b>Total Expense</b>            | <b>819,142</b>            | <b>842,047</b>            | <b>901,092</b>            | <b>898,724</b>            | <b>882,139</b>               | <b>923,398</b>              | <b>3%</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 currently undergoing the process of becoming a City property and will be annexed into Rock Island. 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 continue to promote slower times with specials and promotions.
- 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 when available.
- Continue the high state of conditioning and maintain Saukie's reputation as a beautifully kept golf course.

| <b>Service Indicators:</b>         | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                     |                           |                           |                              |                             |
| 1. Tee time available              | 52,920                    | 52,920                    | 52,920                       | 52,920                      |
| 2. League/outings scheduled        | 22                        | 27                        | 25                           | 28                          |
| 3. Acres to maintain               | 125                       | 125                       | 125                          | 125                         |
| <b>Workload:</b>                   |                           |                           |                              |                             |
| 1. Rounds played                   | 27,064                    | 22,904                    | 22,500                       | 24,000                      |
| 2. League/outings played           | 22                        | 27                        | 25                           | 28                          |
| 3. Improvement projects completed  | 4                         | 3                         | 4                            | 1                           |
| <b>Productivity:</b>               |                           |                           |                              |                             |
| 1. Income per round played (gross) | \$ 20.77                  | \$ 23.64                  | \$ 24.22                     | \$22.82                     |
| 2. Maintenance cost per round      | \$ 12.53                  | \$ 16.86                  | \$ 17.70                     | \$ 15.36                    |
| 3. Maintenance cost per hole       | \$ 18,837                 | \$ 21,456                 | \$ 22,128                    | \$ 20,484                   |
| <b>Effectiveness:</b>              |                           |                           |                              |                             |
| 1. Revenue exceeding Expenditures  | \$ (118,098.00)           | \$ (157,486.00)           | \$ (123,234.00)              | \$ (32,662.00)              |
| 2. Usage increase (decrease)       | (2,661)                   | (4,160)                   | (404)                        | 1,500                       |
| 3. Concession increase (decrease)  | \$ 11,275.00              | \$ (662.00)               | \$ (1,000.00)                | \$ 2,000.00                 |

**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 not increase fees for daily fees and pass holders this year. We did complete the hard surfacing of hillside cart paths to stop erosion from rain. The sale of alcohol was expanded to include spirits which has helped to keep concession sales close to previous years in spite of a decrease in rounds. One primary change is that many of the golfers are walking the course instead of renting carts. This is a direct result of current economic trends, however, it is also bringing new golfers to replace the strong use by seniors and lady golfers in the past. The decrease in services is a result of moving from the trust to an "owned" property. Capital is down as a result of not purchasing any replacement equipment.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Golf Course Supt            | 0.50                      | 0.50                      | 0.50                      | 0.50                      | 0.50                         | 0.50                        | 0.00               |
| (1) Asst GC Supt                | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| Clubhouse Mgr                   | 0.50                      | 0.50                      | 0.50                      | 0.50                      | 0.50                         | 0.50                        | 0.00               |
| (1) Greenskpr/Spray Tech        | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| Seas/Clbhse (13)                | 3.95                      | 3.95                      | 3.95                      | 3.99                      | 3.99                         | 3.53                        | (0.46)             |
| Seas/Greens (7)                 | 2.72                      | 3.29                      | 3.29                      | 3.29                      | 3.29                         | 3.13                        | (0.16)             |
|                                 |                           |                           |                           |                           |                              |                             |                    |
| <b>(2) Total Staffing (fte)</b> | <b>9.67</b>               | <b>10.24</b>              | <b>10.24</b>              | <b>10.28</b>              | <b>10.28</b>                 | <b>9.66</b>                 | <b>(0.62)</b>      |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 306,283                   | 324,360                   | 348,287                   | 340,664                   | 340,664                      | 335,719                     | -1%                |
| <b>Supplies</b>                 | 159,889                   | 130,891                   | 159,307                   | 151,648                   | 154,905                      | 140,790                     | -7%                |
| <b>Services</b>                 | 165,185                   | 182,994                   | 176,215                   | 174,110                   | 176,910                      | 100,988                     | -42%               |
| <b>Other</b>                    | 14,877                    | 13,689                    | 15,135                    | 14,365                    | 14,365                       | 2,865                       | -80%               |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | 8,000                     | 1,000                     | -                         | 15,000                    | 15,000                       | -                           | -100%              |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | 4,000                     | 4,000                        | -                           | -100%              |
| <b>Contingency</b>              | 25,784                    | 27,620                    | 25,088                    | 27,618                    | 27,618                       | 25,087                      | -9%                |
| <b>Total Cost Center</b>        | <b>680,018</b>            | <b>680,554</b>            | <b>724,032</b>            | <b>727,405</b>            | <b>733,462</b>               | <b>605,449</b>              | <b>-17%</b>        |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>Parks &amp; Rec</b>          | 680,018                   | 680,554                   | 724,032                   | 727,405                   | 733,462                      | 605,449                     | -17%               |
| <b>Total Expense</b>            | <b>680,018</b>            | <b>680,554</b>            | <b>724,032</b>            | <b>727,405</b>            | <b>733,462</b>               | <b>605,449</b>              | <b>-17%</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 limited 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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>               |                           |                           |                              |                             |
| 1. Vendors represented       | 18                        | 24                        | 19                           | 19                          |
| 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                         | 3                            | 3                           |
| <b>Productivity:</b>         |                           |                           |                              |                             |
| 1. Monies spent per round    | \$1.26                    | \$1.34                    | \$1.57                       | \$1.26                      |
| 2. Gross sales               | \$69,176                  | \$68,242                  | \$85,400                     | \$74,200                    |
| 3. Cost of Goods (inventory) | \$47,653                  | \$49,410                  | \$68,163                     | \$60,559                    |
| <b>Effectiveness:</b>        |                           |                           |                              |                             |
| 1. Sales vs. goods cost      | \$ 21,523.00              | \$ 18,832.00              | \$ 17,237.00                 | \$ 13,641.00                |

**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. In the past, one clerk for Saukie was charged against this account. This has been decreased from previous amounts of time. The decrease in Services and Other are a decrease in product purchased for resale, and expenses related to those sales.

|                                 | Actual<br>2006/07 | Actual<br>2007/08 | Actual<br>2008/09 | Budget<br>2009/10 | Estimated<br>2009/10 | Proposed<br>2010/11 | Diff. (fte)   |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|---------------------|---------------|
| Seasonal (1)                    | 0.26              | 0.26              | 0.26              | 0.26              | 0.26                 | 0.14                | (0.12)        |
| <b>(0) Total Staffing (fte)</b> | <b>0.26</b>       | <b>0.26</b>       | <b>0.26</b>       | <b>0.26</b>       | <b>0.26</b>          | <b>0.14</b>         | <b>(0.12)</b> |
| <b>Expense:</b>                 |                   |                   |                   |                   |                      |                     | <b>% Var</b>  |
| Personnel                       | 234               | 107               | -                 | 5,383             | 5,383                | 2,729               | -49%          |
| Supplies                        | 54,545            | 68,985            | 46,517            | 57,000            | 57,000               | 54,500              | -4%           |
| Services                        | 1,891             | 2,898             | 1,590             | 3,400             | 3,400                | 1,550               | -54%          |
| Other                           | 908               | 1,140             | 1,303             | 2,380             | 2,380                | 1,780               | -25%          |
| Programs                        | -                 | -                 | -                 | -                 | -                    | -                   | ---           |
| Capital                         | -                 | -                 | -                 | -                 | -                    | -                   | ---           |
| Debt service                    | -                 | -                 | -                 | -                 | -                    | -                   | ---           |
| Transfers                       | -                 | -                 | -                 | -                 | -                    | -                   | ---           |
| Contingency                     | -                 | -                 | -                 | -                 | -                    | -                   | ---           |
| <b>Total Cost Center</b>        | <b>57,578</b>     | <b>73,130</b>     | <b>49,410</b>     | <b>68,163</b>     | <b>68,163</b>        | <b>60,559</b>       | <b>-11%</b>   |
| <b>Expense by Fund:</b>         |                   |                   |                   |                   |                      |                     |               |
| Parks & Rec                     | 57,578            | 73,130            | 49,410            | 68,163            | 68,163               | 60,559              | -11%          |
| <b>Total Expense</b>            | <b>57,578</b>     | <b>73,130</b>     | <b>49,410</b>     | <b>68,163</b>     | <b>68,163</b>        | <b>60,559</b>       | <b>-11%</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.

| Service Indicators:                 | Actual<br>2007/08 | Actual<br>2008/09 | Estimated<br>2009/10 | Proposed<br>2010/11 |
|-------------------------------------|-------------------|-------------------|----------------------|---------------------|
| <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                 | 2,614             | 2,554             | 2,650                | 2,600               |
| 2. Facility rental schedule         | 278               | 281               | 280                  | 280                 |
| 3. Pool & pool program users        | 45,791            | 45,449            | 47,000               | 47,500              |
| <b>Productivity:</b>                |                   |                   |                      |                     |
| 1. Operating cost per membership    | \$ 412.32         | \$ 383.18         | \$ 1,331.66          | \$ 923.09           |
| 2. Operating cost per facility hour | \$ 243.85         | \$ 224.41         | \$ 798.39            | \$ 542.99           |
| 3. Operating cost per pool hour     | \$ 19.15          | \$ 19.68          | \$ 19.28             | \$ 20.34            |
| <b>Effectiveness:</b>               |                   |                   |                      |                     |
| 1. Revenue exceeding expenditures   | \$ (19,739.00)    | \$ (41,481.00)    | \$ (60,749.00)       | \$ (1,432,512.00)   |
| 2. Memberships available            | 1,186             | 1,246             | 1,150                | 1,200               |
| 3. Facility rentals available       | 22                | 19                | 20                   | 20                  |
| 4. Membership increase(decrease)    | 18                | (60)              | 96                   | (50)                |

**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, internet and print media with a goal of 3,000 memberships. The expansion of the center which includes a gym, classrooms, administrative offices, whirlpool and updated pool deck is currently underway. This facility will become the "Face" of Rock Island Park and Recreation once the Administrative and Recreation staff move from the present location this fall. The increase in staffing and some service expense is a result of transferring some of the administrative staff to RIFAC and the front office area. The positions and some services expense was removed from the administrative budget.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Asst Park & Rec Dir.            | 0.25                      | 0.25                      | 0.25                      | 0.25                      | 0.25                         | 0.50                        | 0.25               |
| (1) RIFAC Mgr                   | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (3) Secretary/Recept            | 1.25                      | 1.25                      | 1.25                      | 1.25                      | 1.25                         | 2.50                        | 1.25               |
| (1) RIFAC Asst Mgr              | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 0.75                        | (0.25)             |
| (1) Maintenance                 | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| PT/Preschool (4)                | 1.60                      | 1.60                      | 1.60                      | 1.75                      | 1.75                         | 1.75                        | 0.00               |
| PT/Other (33)                   | 8.33                      | 8.83                      | 8.83                      | 9.80                      | 9.80                         | 9.51                        | (0.29)             |
| <b>(6) Total Staffing (fte)</b> | <b>14.43</b>              | <b>14.93</b>              | <b>14.93</b>              | <b>16.05</b>              | <b>16.05</b>                 | <b>17.01</b>                | <b>0.96</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 408,510                   | 450,809                   | 504,577                   | 464,930                   | 464,930                      | 541,793                     | 17%                |
| <b>Supplies</b>                 | 70,447                    | 85,994                    | 75,519                    | 85,480                    | 85,480                       | 89,830                      | 5%                 |
| <b>Services</b>                 | 314,892                   | 349,808                   | 377,331                   | 377,481                   | 377,481                      | 447,858                     | 19%                |
| <b>Other</b>                    | 113,413                   | 790                       | 2,043                     | 1,400                     | 1,400                        | 1,400                       | 0%                 |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | 18,703                    | 3,600,000                 | 2,600,000                    | 1,100,000                   | -69%               |
| <b>Debt service</b>             | 6,822                     | 2,684                     | -                         | -                         | -                            | 219,583                     | NEW                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | 187,653                   | 186,422                   | 186,789                   | 186,053                   | 186,053                      | 186,053                     | 0%                 |
| <b>Total Cost Center</b>        | <b>1,101,737</b>          | <b>1,076,507</b>          | <b>1,164,962</b>          | <b>4,715,344</b>          | <b>3,715,344</b>             | <b>2,586,517</b>            | <b>-45%</b>        |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>Parks &amp; Rec</b>          | 1,101,737                 | 1,076,507                 | 1,164,962                 | 4,715,344                 | 3,715,344                    | 2,586,517                   | -45%               |
| <b>Total Expense</b>            | <b>1,101,737</b>          | <b>1,076,507</b>          | <b>1,164,962</b>          | <b>4,715,344</b>          | <b>3,715,344</b>             | <b>2,586,517</b>            | <b>-45%</b>        |

## Schwiebert Riverfront Park

### Program Description:

Schwiebert Riverfront Park is a daily use and special event facility along the Mississippi River waterfront. The outdoor auditorium and stage are intended to be rental areas for music, arts, weddings, and other activities that lend themselves to an outdoor setting. The daily use activities include a place to eat a lunch, play on the playground, watch the boats go through the locks and view the river.

### Program Objectives:

- Rental of the facility for private and public functions which enhance the cultural experience of Rock Island.
- Explore special events that would generate revenue and increase visitation to the riverfront.
- Create a fun, comfortable place for daily users to walk, relax and sight-see along the river.
- Work with individual promoters and event planners to support cultural events in Rock Island.

| <b>Service Indicators:</b>         | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                     |                           |                           |                              |                             |
| 1. Weekend times available         |                           |                           |                              | 4                           |
| 2. Weekday times available         |                           |                           |                              | 10                          |
| 3. Stage uses available            |                           |                           |                              | 14                          |
| <b>Workload:</b>                   |                           |                           |                              |                             |
| 1. Basic Rentals sold              |                           |                           |                              | 10                          |
| 2. Special events sold             |                           |                           |                              | 4                           |
| 3. Maintenance expense for service |                           |                           |                              | \$75,910                    |
| 4. Maintenance projects completed  |                           |                           |                              | 4                           |
| <b>Productivity:</b>               |                           |                           |                              |                             |
| 1. Income per basic rental avg.    |                           |                           |                              | \$275.00                    |
| 2. Income per special event avg.   |                           |                           |                              | \$2,000.00                  |
| 3. Maint cost per rental avg.      |                           |                           |                              | \$768.00                    |
| <b>Effectiveness:</b>              |                           |                           |                              |                             |
| 1. Revenue exceeding expenditures  |                           |                           |                              | \$ (99,534.00)              |
| 2. Usage increased (decreased)     |                           |                           |                              | -                           |

**Analysis:**

Schiebert Riverfront Park is a bit of an unknown at this time. We do not have a projected date for opening as of the writing of this budget. TIF funds will offset maintenance, but TIF does not provide for any programming or support for programming the facility. The Department has had some calls about use, but fees are still under development, and final policy on the use of the facility is underway with the Park and Recreation Board.

| <b>Staffing:</b>            | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|-----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Maintenance Worker          | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.50                        | 0.50               |
| Seasonal Maint (3)          | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.77                        | 0.77               |
| Program Supervisor          | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.23                        | 0.23               |
| Staff support (4)           | 0.00                      | 0.00                      | 0.00                      | 0.00                      | 0.00                         | 0.27                        | 0.27               |
| <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>1.77</b>                 | <b>1.77</b>        |

| <b>Expense:</b>          |   |   |   |   |   |                | <b>% Var</b> |
|--------------------------|---|---|---|---|---|----------------|--------------|
| <b>Personnel</b>         | - | - | - | - | - | 48,585         | NEW          |
| <b>Supplies</b>          | - | - | - | - | - | 50,585         | NEW          |
| <b>Services</b>          | - | - | - | - | - | 8,350          | NEW          |
| <b>Other</b>             | - | - | - | - | - | 950            | NEW          |
| <b>Programs</b>          | - | - | - | - | - | -              | ---          |
| <b>Capital</b>           | - | - | - | - | - | -              | ---          |
| <b>Debt service</b>      | - | - | - | - | - | -              | ---          |
| <b>Transfers</b>         | - | - | - | - | - | -              | ---          |
| <b>Contingency</b>       | - | - | - | - | - | -              | ---          |
| <b>Total Cost Center</b> | - | - | - | - | - | <b>108,470</b> | <b>NEW</b>   |

| <b>Expense by Fund:</b> |   |   |   |   |   |                |            |
|-------------------------|---|---|---|---|---|----------------|------------|
| <b>Gaming</b>           | - | - | - | - | - | -              | ---        |
| <b>Parks &amp; Rec</b>  | - | - | - | - | - | 108,470        | NEW        |
| <b>Total Expense</b>    | - | - | - | - | - | <b>108,470</b> | <b>NEW</b> |



# ROCK ISLAND

## ILLINOIS



# ROCK ISLAND PUBLIC LIBRARY

## Goals & Objectives

Foster the image of the Library as a community focal point for cultural and educational programs.

Maximize access to a wide variety of information and materials for patrons through traditional and innovative means.

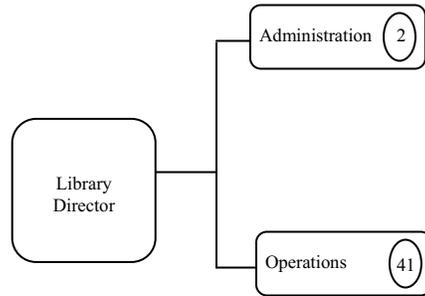
Maintain the Library's sound organizational and physical structure.

Continue to foster positive working relationships among Library staff, administration and the City.

Enhance cooperation with local schools and other community organizations.

Advance outreach services within the community, with an emphasis on youth.

Cooperate with area libraries to maximize public service and cost-effective use of resources.



Main Library  
30/31 Branch  
Southwest Branch

**Analysis:****Mission Statement**

A nine-member Board of Trustees governs the Rock Island Public Library. Board members are appointed by the Mayor and approved by the City Council. The Board's powers and duties are defined by the Illinois state statutes. The Library provides service to the Milan-Blackhawk Area Public Library District through contractual agreement. A Director, Assistant Director and Heads of Technical Services, Reference, Circulation, Children's Services and Branches manage the Library. The Department is staffed by 43 staff members working 31.33 fe's.

The Library operates three locations: Main is the primary research center, while the 30/31 and Southwest Branches act as popular reading and homework centers. All core services are offered at the branches, though in somewhat reduced form due to space constraints. The Friends of the Rock Island Library operate a used book store at the 30/31 branch; it is open all the hours the library is open, staffed entirely by volunteers. The Friends of the Library and the Library Foundation combined grant about \$50,000 annually to the library for books, programs, supplies and equipment. All three library locations were renovated and/or expanded within the last decade. The two branches were expanded greatly in both floor space and hours of operation as well.

**FY 09/10 Overview**

- Implemented the AquaBrowser upgrade to the PrairieCat shared library catalog and circulation system
- Implemented public internet booking system and vend-a-print payment systems (software purchased by the Library Friends and Foundation respectively)
- Produced Survival 101 program series for the public in coping strategies for hard times
- Implemented the Library Beyond Walls vision, to make services and resources easily available regardless of time of location

The biggest factor during the fiscal year was the sharp, sustained increase Library usage by the public. Use of Library materials and resources jumped 23% over the previous year.

**FY 10/11 Changes**

- Staffing levels remained static. Some Personnel costs were mitigated by staff leaving the health insurance plan for spouses' coverage.
- Most increases in Supplies and Services for programs for children, teens and adults were underwritten by the Library Friends and Foundation.
- Despite an admirable recovery rate by the collection agency, the increase in public demand strained the materials collection. Targeted increases were included in "Other" for books, databases, etc.
- Transfers for IT services were increased.
- \$21,900 was budgeted from Gaming to upgrade the Main Library's elevator to meet new state codes.

**FY 10/11 Projects and Issues**

- Continue the Survival 101 program series for coping strategies in hard times
- Expand Library Beyond Walls programs and services to ease accessibility, including the new website, FaceBook and other portals to electronic resources
- Expand school visits and programs for youth and teens, to spotlight resources and mitigate cuts to school library hours, collections and services.
- Install elevator upgrade at Main; offer service alternatives during the project
- Maintain quality service during projected future increases in public demand

| <b>Staffing:</b>                 | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Dir of Ref Svcs              | 0.00                      | 0.00                      | 0.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| Dir Ref and TS                   | 1.00                      | 1.00                      | 1.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (1) Dir Chldrn Svcs              | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Dir Circulation              | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (3) Reference Librarian          | 4.00                      | 4.00                      | 4.00                      | 3.00                      | 3.00                         | 3.00                        | 0.00               |
| (1) Young Adult Librarian        | 0.00                      | 0.00                      | 0.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Custodian                    | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Children's Librarian         | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| Technical Assistant              | 1.00                      | 1.00                      | 1.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (2) Technical Aide               | 0.98                      | 0.98                      | 0.98                      | 1.18                      | 1.18                         | 1.18                        | 0.00               |
| (4) Circulation Rep.             | 4.00                      | 4.00                      | 4.00                      | 4.00                      | 4.00                         | 4.00                        | 0.00               |
| (1) Dir of Extension Svcs        | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (2) Circ. Desk Aide              | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (9) Page                         | 3.75                      | 3.75                      | 3.75                      | 4.25                      | 4.25                         | 4.25                        | 0.00               |
| (1) Security Page                | 0.40                      | 0.40                      | 0.40                      | 0.40                      | 0.40                         | 0.50                        | 0.10               |
| (1) Pub/Outrch Liaison           | 0.50                      | 0.50                      | 0.50                      | 0.50                      | 0.50                         | 0.68                        | 0.18               |
| (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                      | 5.00                      | 5.00                      | 5.00                         | 5.00                        | 0.00               |
|                                  |                           |                           |                           |                           |                              |                             |                    |
| <b>(43) Total Staffing (fte)</b> | <b>30.13</b>              | <b>30.13</b>              | <b>30.63</b>              | <b>31.33</b>              | <b>31.33</b>                 | <b>31.61</b>                | <b>0.28</b>        |
| <b>Expense:</b>                  |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                 | 1,263,023                 | 1,301,699                 | 1,340,076                 | 1,481,931                 | 1,481,931                    | 1,498,466                   | 1%                 |
| <b>Supplies</b>                  | 66,129                    | 71,411                    | 52,339                    | 61,266                    | 61,266                       | 88,220                      | 44%                |
| <b>Services</b>                  | 234,794                   | 303,747                   | 234,801                   | 248,877                   | 248,877                      | 266,342                     | 7%                 |
| <b>Other</b>                     | 422,991                   | 463,801                   | 434,614                   | 489,061                   | 489,061                      | 516,737                     | 6%                 |
| <b>Programs</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | -                  |
| <b>Capital</b>                   | 269,142                   | 54,556                    | 102,615                   | 18,000                    | 18,000                       | -                           | -100%              |
| <b>Debt Service</b>              | -                         | -                         | -                         | -                         | -                            | -                           | -                  |
| <b>Transfers</b>                 | 108,996                   | 78,528                    | 208,260                   | 44,882                    | 44,882                       | 67,455                      | 50%                |
| <b>Other</b>                     | 4                         | 46                        | -                         | -                         | -                            | -                           | ---                |
| <b>Total Department</b>          | <b>2,365,079</b>          | <b>2,273,788</b>          | <b>2,372,705</b>          | <b>2,344,017</b>          | <b>2,344,017</b>             | <b>2,437,220</b>            | <b>4%</b>          |
| <b>Expense by Fund:</b>          |                           |                           |                           |                           |                              |                             |                    |
| <b>Gaming</b>                    | 66,996                    | 36,528                    | 165,000                   | -                         | -                            | 21,900                      | NEW                |
| <b>Library Fund</b>              | 2,297,948                 | 2,236,990                 | 2,207,705                 | 2,343,933                 | 2,343,933                    | 2,415,320                   | 3%                 |
| <b>Capital</b>                   | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt Service</b>              | 135                       | 270                       | -                         | 84                        | 84                           | -                           | ---                |
| <b>Total Expense</b>             | <b>2,365,079</b>          | <b>2,273,788</b>          | <b>2,372,705</b>          | <b>2,344,017</b>          | <b>2,344,017</b>             | <b>2,437,220</b>            | <b>4%</b>          |

# 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 Library Beyond Walls and Survival 101 services and programs.

| <b>Service Indicators:</b>           | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                       |                           |                           |                              |                             |
| 1. Authorized personnel              | 41                        | 43                        | 43                           | 43                          |
| 2. Department budget                 | \$ 293,601                | \$ 468,315                | \$ 262,105                   | \$ 258,670                  |
| 3. Staff training opportunities      | 24                        | 27                        | 50                           | 35                          |
| 4. Grants identified                 | 7                         | 6                         | 5                            | 8                           |
| <b>Workload:</b>                     |                           |                           |                              |                             |
| 1. Staff training scheduled          | 50                        | 50                        | 63                           | 50                          |
| 2. Grant applications completed      | 7                         | 6                         | 5                            | 8                           |
| <b>Productivity:</b>                 |                           |                           |                              |                             |
| 1. Avg annual training hrs per staff | 20                        | 20                        | 20                           | 20                          |
| 2. Avg cost per training hour        | \$ 30                     | \$ 30                     | \$ 30                        | \$ 30                       |
| 3. Avg cost per grant application    | \$ 395                    | \$ 400                    | \$ 395                       | \$ 390                      |
| <b>Effectiveness:</b>                |                           |                           |                              |                             |
| 1. % staff trained on new technology | 90%                       | 93%                       | 100%                         | 95%                         |
| 2. Grants received/administered      | 7                         | 6                         | 5                            | 8                           |
| 3. Department cost per capita        | \$ 7.39                   | \$ 10.29                  | \$ 6.60                      | \$ 6.52                     |

**Analysis:**

Supplies and services were cut as much as possible. Professional journals ("Other") were cut as well to reduce costs. The slight increase in Personnel is due to insurance and merit increases. Transfers reflect increased charges for IT services.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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>                | 163,408                   | 167,688                   | 165,450                   | 180,619                   | 180,619                      | 182,379                     | 1%                 |
| <b>Supplies</b>                 | 1,568                     | 2,209                     | 2,129                     | 2,300                     | 2,300                        | 1,900                       | -17%               |
| <b>Services</b>                 | 32,856                    | 31,869                    | 30,897                    | 32,354                    | 32,354                       | 26,936                      | -17%               |
| <b>Other</b>                    | 1,165                     | 2,226                     | 910                       | 1,950                     | 1,950                        | 1,900                       | -3%                |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | 42,000                    | 42,000                    | 43,260                    | 44,882                    | 44,882                       | 45,555                      | 1%                 |
| <b>Contingency</b>              | 4                         | 46                        | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>241,001</b>            | <b>246,038</b>            | <b>242,646</b>            | <b>262,105</b>            | <b>262,105</b>               | <b>258,670</b>              | <b>-1%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>Gaming</b>                   |                           | -                         |                           |                           |                              |                             | ---                |
| <b>Library</b>                  | 241,001                   | 246,038                   | 242,646                   | 262,105                   | 262,105                      | 258,670                     | -1%                |
| <b>Total Expense</b>            | <b>241,001</b>            | <b>246,038</b>            | <b>242,646</b>            | <b>262,105</b>            | <b>262,105</b>               | <b>258,670</b>              | <b>-1%</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.

- Serve as the focal point for interlibrary loan and borrowing throughout PALS, nationally and internationally
- Conduct series of public programs in a range of interests
- Develop and implement cooperative programs with District, MLK Center, Parks, etc.
- Develop and implement Survival 101 and Library Beyond Walls programs and services.

| <b>Service Indicators:</b>             | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                         |                           |                           |                              |                             |
| 1. Library collection                  | 178,601                   | 183,363                   | 178,606                      | 179,000                     |
| 2. Materials scheduled for circulation | 165,361                   | 167,750                   | 167,389                      | 168,000                     |
| 3. Reference requests                  | 20,150                    | 16,494                    | 30,780                       | 31,000                      |
| 4. Registered Rock Island patrons      | 12,787                    | 12,817                    | 12,924                       | 13,000                      |
| 5. Programs/outreach conducted         | 489                       | 360                       | 495                          | 500                         |
| <b>Workload:</b>                       |                           |                           |                              |                             |
| 1. Materials added/withdrawn           | 21,684                    | 14,371                    | 15,834                       | 16,000                      |
| 2. Materials circulated                | 221,819                   | 244,649                   | 363,867                      | 375,000                     |
| 3. Reference requests processed        | 20,150                    | 16,494                    | 30,780                       | 31,000                      |
| 4. New and renewed borrowers           | 4,346                     | 4,501                     | 4,702                        | 4,800                       |
| 5. Programs/outreach attendance        | 4,685                     | 5,613                     | 8,173                        | 8,200                       |
| <b>Productivity:</b>                   |                           |                           |                              |                             |
| 1. Avg cost per processing             | \$ 0.01                   | \$ 0.01                   | \$ 0.01                      | \$ 0.01                     |
| 2. Avg cost per information request    | \$ 0.01                   | \$ 0.01                   | \$ 0.02                      | \$ 0.02                     |
| 3. Avg cost per item circulated        | \$ 0.13                   | \$ 0.14                   | \$ 0.22                      | \$ 0.22                     |
| <b>Effectiveness:</b>                  |                           |                           |                              |                             |
| 1. Collections size per capita         | 4.67                      | 4.62                      | 4.5                          | 4.5                         |
| 2. Circulation per capita              | 5.8                       | 6.16                      | 9.16                         | 9.44                        |
| 3. Reference question per capita       | 0.52                      | 0.414                     | 0.77                         | 0.78                        |
| 4. Percent population registered       | 33%                       | 32%                       | 33%                          | 33%                         |

## Analysis:

Supplies and services increases reflect grants from the Friends of the Library and Library Foundation for programs for children, young adults and adults. Those grants also provide computer equipment, presenters and performers and publicity costs. Supplies include purchase of library card stock, used for all three locations. Library materials ("Other") increases are partially offset by Foundation grants as well.

| <b>Staffing:</b>                 | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Dir Reference                | 0.00                      | 0.00                      | 0.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| Dir of Ref & TS                  | 1.00                      | 1.00                      | 1.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (1) Dir TS                       | 0.00                      | 0.00                      | 0.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Dir Child Svcs               | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Dir Circulation              | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Assistant Director           | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (3) Reference Librn              | 4.00                      | 4.00                      | 4.00                      | 3.00                      | 3.00                         | 3.00                        | 0.00               |
| (1) Custodian                    | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Children's Librn             | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| Technical Asst                   | 1.00                      | 1.00                      | 0.00                      | 0.00                      | 0.00                         | 0.00                        | 0.00               |
| (2) Tech Svcs Aide               | 0.98                      | 0.98                      | 0.98                      | 1.18                      | 1.18                         | 1.18                        | 0.00               |
| (3) Circulation Rep              | 3.00                      | 3.00                      | 3.00                      | 3.00                      | 3.00                         | 3.00                        | 0.00               |
| (2) Circ. Desk Aide              | 1.00                      | 1.00                      | 1.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (5) Page                         | 2.00                      | 2.00                      | 2.00                      | 2.50                      | 2.50                         | 2.50                        | 0.00               |
| (1) Young Adult Lbrn             | 0.00                      | 0.00                      | 0.00                      | 1.00                      | 1.00                         | 1.00                        | 0.00               |
| (1) Security Page                | 0.40                      | 0.40                      | 0.50                      | 0.50                      | 0.50                         | 0.50                        | 0.00               |
| (1) Publicity/Outreach           | 0.50                      | 0.50                      | 0.50                      | 0.68                      | 0.68                         | 0.68                        | 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>20.48</b>              | <b>22.36</b>              | <b>22.36</b>                 | <b>22.36</b>                | <b>0.00</b>        |
| <b>Expense:</b>                  |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                 | 890,569                   | 909,914                   | 928,842                   | 1,041,972                 | 1,041,972                    | 1,053,601                   | 1%                 |
| <b>Supplies</b>                  | 49,619                    | 59,631                    | 45,253                    | 51,241                    | 51,241                       | 78,345                      | 53%                |
| <b>Services</b>                  | 156,418                   | 206,116                   | 150,269                   | 168,399                   | 168,399                      | 189,752                     | 13%                |
| <b>Other</b>                     | 304,300                   | 323,553                   | 316,547                   | 342,218                   | 342,218                      | 362,561                     | 6%                 |
| <b>Programs</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                   | 249,007                   | 54,556                    | 102,615                   | 18,000                    | 18,000                       | -                           | -100%              |
| <b>Debt service</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                 | 66,996                    | 36,528                    | 165,000                   | -                         | -                            | 21,900                      | NEW                |
| <b>Contingency</b>               | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>         | <b>1,716,909</b>          | <b>1,590,298</b>          | <b>1,708,526</b>          | <b>1,621,830</b>          | <b>1,621,830</b>             | <b>1,706,159</b>            | <b>5%</b>          |
| <b>Expense by Fund:</b>          |                           |                           |                           |                           |                              |                             |                    |
| <b>Gaming</b>                    | 66,996                    | 36,528                    | 165,000                   | -                         | -                            | 21,900                      | NEW                |
| <b>Library Fund</b>              | 1,649,778                 | 1,553,500                 | 1,543,526                 | 1,621,746                 | 1,621,746                    | 1,684,259                   | 4%                 |
| <b>Debt</b>                      | 135                       | 270                       | -                         | 84                        | 84                           | -                           | -100%              |
| <b>Total Expense</b>             | <b>1,716,909</b>          | <b>1,590,298</b>          | <b>1,708,526</b>          | <b>1,621,830</b>          | <b>1,621,830</b>             | <b>1,706,159</b>            | <b>5%</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. It serves as a resource for school groups, homeschoolers and caregivers and provides a wide range of programs for all ages. The Friends of the Library used bookstore is housed at the branch; the shop is run entirely by volunteers and grants approximately \$25,000 per year for materials, programs and equipment for the library.

### Program Objectives:

- Serve as a popular reading center for all ages with an emphasis on Children's services and programs.
- Maintain core reference and circulating materials to meet public demand
- Increase usage and circulation of materials by the public.
- Expand programming, particularly to children, school groups, homeschoolers and care-givers.

| Service Indicators:                     | Actual<br>2007/08 | Actual<br>2008/09 | Estimated<br>2009/10 | Proposed<br>2010/11 |
|---|-------------------|-------------------|----------------------|---------------------|
| <b>Demand:</b>                          |                   |                   |                      |                     |
| 1. Collection size                      | 35,850            | 36,562            | 34,983               | 35,000              |
| 2. Materials scheduled for circulation  | 34,887            | 35,879            | 34,856               | 34,900              |
| 3. Reference questions received         | 9,198             | 8,855             | 5,890                | 6,000               |
| <b>Workload:</b>                        |                   |                   |                      |                     |
| 1. Materials circulated                 | 103,088           | 103,122           | 105,532              | 106,000             |
| 2. Reference questions processed        | 9,198             | 8,855             | 5,890                | 6,000               |
| <b>Productivity:</b>                    |                   |                   |                      |                     |
| 1. Average cost per circulated item     | \$ 0.42           | \$ 0.44           | \$ 0.42              | \$ 0.14             |
| 2. Average cost per information request | \$ 0.04           | \$ 0.04           | \$ 0.02              | \$ 0.02             |
| <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<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Dir of Extension Svcs           | 0.50                      | 0.50                      | 0.50                      | 0.50                      | 0.50                         | 0.50                        | 0.00               |
| (4) Branch Aide                 | 2.00                      | 2.00                      | 2.00                      | 2.00                      | 2.00                         | 2.00                        | 0.00               |
| (2) Page                        | 1.00                      | 1.00                      | 2.00                      | 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>5.00</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>                | 126,493                   | 131,929                   | 140,286                   | 142,357                   | 142,357                      | 142,394                     | 0%                 |
| <b>Supplies</b>                 | 4,936                     | 7,688                     | 3,335                     | 4,450                     | 4,450                        | 4,600                       | 3%                 |
| <b>Services</b>                 | 24,446                    | 30,229                    | 29,277                    | 25,979                    | 25,979                       | 26,484                      | 2%                 |
| <b>Other</b>                    | 61,989                    | 73,706                    | 61,139                    | 75,993                    | 75,993                       | 79,961                      | 5%                 |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | 20,135                    | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>237,999</b>            | <b>243,552</b>            | <b>234,037</b>            | <b>248,779</b>            | <b>248,779</b>               | <b>253,439</b>              | <b>2%</b>          |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>Library Fund</b>             | 237,999                   | 243,552                   | 234,037                   | 248,779                   | 248,779                      | 253,439                     | 2%                 |
| <b>Total Expense</b>            | <b>237,999</b>            | <b>243,552</b>            | <b>234,037</b>            | <b>248,779</b>            | <b>248,779</b>               | <b>253,439</b>              | <b>2%</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 word processing computers. It provides a training resource for school groups, homeschoolers and caregivers, and provides a wide range of programming for all ages.

### Program Objectives:

- 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 MBPALD
- Expand and improve information assistance to the public.

| <b>Service Indicators:</b>             | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                         |                           |                           |                              |                             |
| 1. Collection size                     | 33,329                    | 34,897                    | 32,517                       | 33,000                      |
| 2. Materials scheduled for circulation | 32,983                    | 34,539                    | 32,359                       | 32,500                      |
| 3. Reference questions received        | 6,121                     | 5,816                     | 5,500                        | 5,600                       |
| 4. Milan-Blackhawk patrons registered  | 2,528                     | 2,466                     | 25,321                       | 2,550                       |
| <b>Workload:</b>                       |                           |                           |                              |                             |
| 1. Materials circulated                | 65,625                    | 70,625                    | 71,359                       | 72,000                      |
| 2. Reference questions answered        | 6,171                     | 5,816                     | 5,500                        | 5,600                       |
| 3. New registered patrons              | 839                       | 945                       | 930                          | 930                         |
| <b>Productivity:</b>                   |                           |                           |                              |                             |
| 1. Avg cost per material circulated    | \$ 0.33                   | \$ 0.37                   | \$ 0.33                      | \$ 0.32                     |
| 2. Avg cost per reference question     | \$ 0.03                   | \$ 0.03                   | \$ 0.03                      | \$ 0.03                     |
| 3. Avg cost per registration           |                           | \$ 0.01                   | \$ 0.01                      | \$ 0.01                     |
| <b>Effectiveness:</b>                  |                           |                           |                              |                             |
| 1. Collection per capita               | 1                         | 1                         | 1                            | 1                           |
| 2. Circulation per capita              | 2                         | 2                         | 2                            | 2                           |
| 3. % of Milan-Blackhawk registered     | 25%                       | 24%                       | 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<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Dir of Extension Svcs       | 0.50                      | 0.50                      | 0.50                      | 0.50                      | 0.50                         | 0.50                        | 0.00               |
| (3) Branch Aide                 | 1.00                      | 1.00                      | 1.50                      | 1.50                      | 1.50                         | 1.50                        | 0.00               |
| (2) Page                        | 0.75                      | 0.75                      | 0.75                      | 0.75                      | 0.75                         | 0.75                        | 0.00               |
| (1) Circulation Rep             | 0.50                      | 0.50                      | 0.50                      | 0.50                      | 0.50                         | 0.50                        | 0.00               |
| <b>(7) Total Staffing (fte)</b> | <b>2.75</b>               | <b>2.75</b>               | <b>3.25</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>                | 82,553                    | 92,168                    | 105,498                   | 116,983                   | 116,983                      | 120,092                     | 3%                 |
| <b>Supplies</b>                 | 10,006                    | 1,883                     | 1,622                     | 3,275                     | 3,275                        | 3,375                       | 3%                 |
| <b>Services</b>                 | 21,074                    | 35,533                    | 24,358                    | 22,145                    | 22,145                       | 23,170                      | 5%                 |
| <b>Other</b>                    | 55,537                    | 64,316                    | 56,018                    | 68,900                    | 68,900                       | 72,315                      | 5%                 |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>169,170</b>            | <b>193,900</b>            | <b>187,496</b>            | <b>211,303</b>            | <b>211,303</b>               | <b>218,952</b>              | <b>4%</b>          |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>Library Fund</b>             | 169,170                   | 193,900                   | 187,496                   | 211,303                   | 211,303                      | 218,952                     | 4%                 |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Total Expense</b>            | <b>169,170</b>            | <b>193,900</b>            | <b>187,496</b>            | <b>211,303</b>            | <b>211,303</b>               | <b>218,952</b>              | <b>4%</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<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                         |                           |                           |                              |                             |
| 1. Summer slips available              | 473                       | 473                       | 473                          | 473                         |
| 2. Winter storage available            | 250                       | 250                       | 250                          | 250                         |
| 3. #/\$ CIP contracts                  | 1                         | 0                         | 0                            | 1                           |
| 4. Boater Requests for Service         | 29                        | 33                        | 43                           | 25                          |
| <b>Workload:</b>                       |                           |                           |                              |                             |
| 1. Summer slips rented                 | 421                       | 404                       | 367                          | 380                         |
| 2. Monthly slip rental (# months)      | 47                        | 58                        | 112                          | 50                          |
| 3. Winter storage rented               | 198                       | 190                       | 169                          | 180                         |
| 4. Dock maintenance/Service hours      | 763                       | 657                       | 1,008                        | 1,000                       |
| 5. Building maintenance hours          | 343                       | 237                       | 472                          | 450                         |
| 6. Grounds maintenance hours           | 447                       | 341                       | 410                          | 400                         |
| <b>Productivity:</b>                   |                           |                           |                              |                             |
| 1. Avg summer slip rental              | \$ 691                    | \$ 719                    | \$ 741                       | \$ 763                      |
| 2. Avg winter storage rental           | \$ 440                    | \$ 458                    | \$ 472                       | \$ 486                      |
| <b>Effectiveness:</b>                  |                           |                           |                              |                             |
| 1. Summer occupancy/seasonal           | 89%                       | 85%                       | 78%                          | 80%                         |
| 2. Customer rating for service quality | 4.4/5.0                   | 4.0/5.0                   | 4.4/5.0                      | 4.6/5.0                     |

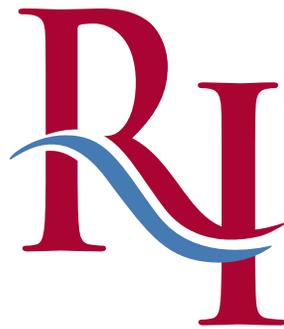
**Analysis:**

The city is soliciting offers to purchase the Sunset Marina. If an acceptable buyer is found, the operation will be sold in late summer. In the meantime, there are no operational changes planned. The reduction in the Supplies category reflects lower assumptions about fuel costs and quantity sold to boaters. The higher Services category reflects an increase in equipment maintenance costs. The capital purchases are two replacement fuel dispensers for the Fuel Dock. This purchase will be deferred until the future owner of the marina is known.

| <b>Staffing:</b>                | <b>Actual<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> | <b>Diff. (fte)</b> |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Marina Worker               | 0.62                      | 0.62                      | 0.62                      | 0.62                      | 0.62                         | 0.62                        | 0.00               |
| (1) Maint Worker I              | 1.24                      | 1.24                      | 0.62                      | 0.62                      | 0.62                         | 0.62                        | 0.00               |
| <b>(2) Total Staffing (fte)</b> | <b>1.86</b>               | <b>1.86</b>               | <b>1.24</b>               | <b>1.24</b>               | <b>1.24</b>                  | <b>1.24</b>                 | <b>0.00</b>        |
| <b>Expense:</b>                 |                           |                           |                           |                           |                              |                             | <b>% Var</b>       |
| <b>Personnel</b>                | 81,584                    | 95,928                    | 113,250                   | 71,113                    | 71,113                       | 76,606                      | 8%                 |
| <b>Supplies</b>                 | 208,365                   | 222,122                   | 199,911                   | 288,407                   | 288,407                      | 155,260                     | -46%               |
| <b>Services</b>                 | 110,627                   | 144,191                   | 210,385                   | 160,968                   | 160,968                      | 180,084                     | 12%                |
| <b>Other</b>                    | 4,483                     | 4,489                     | 4,120                     | 4,500                     | 4,500                        | 4,500                       | 0%                 |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | 10,000                      | NEW                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Contingency</b>              | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Other</b>                    | -                         | (1,002)                   | -                         | -                         | -                            | -                           | ---                |
| <b>Total Cost Center</b>        | <b>405,059</b>            | <b>465,728</b>            | <b>527,666</b>            | <b>524,988</b>            | <b>524,988</b>               | <b>426,450</b>              | <b>-19%</b>        |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>Sunset Marina</b>            | 405,059                   | 465,728                   | 527,666                   | 524,988                   | 524,988                      | 426,450                     | -19%               |
| <b>Total Expense</b>            | <b>405,059</b>            | <b>465,728</b>            | <b>527,666</b>            | <b>524,988</b>            | <b>524,988</b>               | <b>426,450</b>              | <b>-19%</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.
- Self-insurance renewal for commercial insurance

| <b>Service Indicators:</b>                | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</b> |
|---|---------------------------|---------------------------|------------------------------|-----------------------------|
| <b>Demand:</b>                            |                           |                           |                              |                             |
| 1. Total hlth ins participants            | 993                       | 1,033                     | 1,029                        | 1,018                       |
| 2. Employee hlth ins participants         | 306                       | 351                       | 332                          | 329                         |
| 3. Retiree hlth ins participants          | 196                       | 195                       | 147                          | 179                         |
| 4. Asset Liability                        | \$114,108,816             | \$127,744,381             | \$134,000,000                | \$150,000,000               |
| <b>Workload:</b>                          |                           |                           |                              |                             |
| 1. Workers' Comp claims filed             | 109                       | 81                        | 90                           | 90                          |
| 2. Unemployment claims filed              | 6                         | 9                         | 10                           | 10                          |
| 3. Gen Liability/Prop claims filed        | 58                        | 98                        | 75                           | 78                          |
| 4. Hlth Ins enrollment changes            | 200                       | 200                       | 225                          | 208                         |
| <b>Productivity:</b>                      |                           |                           |                              |                             |
| 1. Avg. cost/workers' comp. claim         | \$2,532.00                | \$1,939.00                | \$3,000.00                   | \$3,000.00                  |
| 2. Avg. cost/unemployment claim           | \$0.00                    | \$579.00                  | \$1,529.00                   | \$1,500.00                  |
| 3. Avg. cost/general liability claim      | \$905.46                  | \$370.49                  | \$1,776.00                   | \$1,500.00                  |
| 4. Cost per health ins member/month       | \$302.00                  | \$294.25                  | \$331.47                     | \$328.59                    |
| <b>Effectiveness:</b>                     |                           |                           |                              |                             |
| 1. Avg lost time hrs/work comp. claim     | 8                         | 24                        | 24                           | 12                          |
| 2. % unemploy clms successfully protested | 100.0%                    | 50.0%                     | 25.0%                        | 50.0%                       |
| 3. % gen liab claims paid in 60 days      | 60.0%                     | 55.0%                     | 50.0%                        | 60.0%                       |
| 4. % hlth benefits clms pd in 60 days     | 99.0%                     | 99.0%                     | 99.0%                        | 99.0%                       |

**Analysis:**

Overall fund expenses will increase 4%. Personnel increased 17% primarily because of having the Risk Manager's salary in the budget for a full year and adding another person being added to the city's insurance plan. Services increased 4% and is related to insurance costs primarily due to higher premium charges expected for the AARP Medicare Supplement and higher claims costs associated with the health plan. The self insurance fund is presently below goals established by financial policy and requires extra funding. Self insurance is budgeted to produce a revenue surplus of \$38,366. Health insurance is budgeted to produce a revenue surplus of \$42,424. A part-time, on-site nurse (OSN) is budgeted (\$66,236). The OSN will again 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 will remain flat (no increase in premiums) in FY10/11 despite medical inflation running at a rate of 10%. Other decreased as a result of reductions in dues and professional publications.

| <b>Staffing:</b>                | <b>Actual 2006/07</b> | <b>Actual 2007/08</b> | <b>Actual 2008/09</b> | <b>Budget 2009/10</b> | <b>Estimated 2009/10</b> | <b>Proposed 2010/11</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>       |
| <b>Personnel</b>                | 75,176                | 78,198                | 75,673                | 110,096               | 110,096                  | 128,336                 | 17%                |
| <b>Supplies</b>                 | -                     | -                     | -                     | 25                    | 25                       | 25                      | 0%                 |
| <b>Services</b>                 | 4,089,001             | 4,520,375             | 4,753,665             | 5,258,640             | 5,258,640                | 5,453,842               | 4%                 |
| <b>Other</b>                    | 961                   | 1,018                 | 624                   | 700                   | 700                      | 650                     | -7%                |
| <b>Transfers</b>                | 9,840                 | 3,576                 | 3,684                 | 3,825                 | 3,825                    | 3,882                   | 1%                 |
| <b>Other</b>                    | -                     | (11,957)              | 10,692                | -                     | -                        | -                       | ---                |
| <b>Total Cost Center</b>        | <b>4,174,978</b>      | <b>4,591,210</b>      | <b>4,844,338</b>      | <b>5,373,286</b>      | <b>5,373,286</b>         | <b>5,586,735</b>        | <b>4%</b>          |
| <b>Expense by Fund:</b>         |                       |                       |                       |                       |                          |                         |                    |
| <b>General Fund</b>             | -                     | -                     | -                     | -                     | -                        | -                       | ---                |
| <b>Self Insurance</b>           | 594,846               | 768,553               | 1,173,611             | 972,424               | 972,424                  | 964,081                 | -1%                |
| <b>Health Insurance</b>         | 3,580,132             | 3,822,657             | 3,670,727             | 4,400,862             | 4,400,862                | 4,622,654               | 5%                 |
| <b>Total Expense</b>            | <b>4,174,978</b>      | <b>4,591,210</b>      | <b>4,844,338</b>      | <b>5,373,286</b>      | <b>5,373,286</b>         | <b>5,586,735</b>        | <b>4%</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<br/>2006/07</b> | <b>Actual<br/>2007/08</b> | <b>Actual<br/>2008/09</b> | <b>Budget<br/>2009/10</b> | <b>Estimated<br/>2009/10</b> | <b>Proposed<br/>2010/11</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>                | 5,158,896                 | 5,369,832                 | 5,549,396                 | 6,566,819                 | 6,566,819                    | 6,087,618                   | -7%                |
| <b>Supplies</b>                 | -                         | -                         | -                         | 150                       | 150                          | 100                         | -33%               |
| <b>Services</b>                 | 83,675                    | 83,409                    | 89,598                    | 86,020                    | 86,020                       | 106,400                     | 24%                |
| <b>Other</b>                    | 10,991                    | 10,808                    | 11,311                    | 12,600                    | 12,600                       | 12,100                      | -4%                |
| <b>Programs</b>                 | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Capital</b>                  | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Debt service</b>             | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Transfers</b>                | -                         | -                         | -                         | -                         | -                            | -                           | ---                |
| <b>Loss/Sale Invest</b>         | 59,993                    | 49,893                    | 10,206,317                | 160,000                   | 160,000                      | -                           | -100%              |
| <b>Total Cost Center</b>        | <b>5,313,555</b>          | <b>5,513,942</b>          | <b>15,856,622</b>         | <b>6,825,589</b>          | <b>6,825,589</b>             | <b>6,206,218</b>            | <b>-9%</b>         |
| <b>Expense by Fund:</b>         |                           |                           |                           |                           |                              |                             |                    |
| <b>Police Pension Fund</b>      | 2,621,575                 | 2,842,589                 | 7,652,183                 | 3,515,774                 | 3,315,774                    | 3,227,137                   | -8%                |
| <b>Fire Pension Fund</b>        | 2,691,980                 | 2,671,353                 | 8,204,439                 | 3,309,815                 | 3,309,815                    | 2,979,081                   | -10%               |
| <b>Total Expense</b>            | <b>5,313,555</b>          | <b>5,513,942</b>          | <b>15,856,622</b>         | <b>6,825,589</b>          | <b>6,625,589</b>             | <b>6,206,218</b>            | <b>-9%</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. Two new debt issues totaling \$7,000,000 for water and wastewater utility improvements are included in the 2010/2011 budget. Following is information on all outstanding debt. Budgeted debt service is included in the appropriate department budget schedules. Detailed debt service schedules are shown in table 16.

| General obligation debt  | Total debt | General long-term | Enterprise | 2010/11 principal | 2010/11 interest | 2010/11 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%. | 4,285,000  | 315,000           | 3,970,000  | 600,000           | 187,318          | 787,318       |
| \$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%.   | 300,000    | 300,000           | -          | 100,000           | 10,850           | 110,850       |
| \$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%.                                      | 1,970,000  | 160,000           | 1,810,000  | 215,000           | 74,350           | 289,350       |
| \$3,330,000 2004 refunding bonds.  | 1,340,000  | -                 | 1,340,000  | 215,000           | 46,233           | 261,233       |
| \$1,625,000 2004 general obligation special assessment project bonds.  | 885,000    | 885,000           | -          | 160,000           | 29,568           | 189,568       |
| \$2,655,000 2005 general obligation bonds.   | 1,855,000  | -                 | 1,855,000  | 150,000           | 66,600           | 216,600       |
| \$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.   | 4,155,000  | 980,000           | 3,175,000  | 260,000           | 166,200          | 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. | 3,225,000 | 1,610,000 | 1,615,000 | 265,000 | 116,125 | 381,125 |
| \$2,640,000 2008B general obligation bonds, for construction of First Avenue sewer, due in annual installments of \$160,000 to \$250,000 to December 1, 2021.   | 2,480,000 | 1,463,200 | 1,016,800 | 170,000 | 86,935  | 256,935 |
| \$700,000 2008C clean renewable energy general obligations for hydroelectric plant improvements, due in annual installments of \$46,667 to December 15, 2022.   | 606,667   | -         | 606,667   | 46,667  | 6,218   | 52,885  |
| \$3,060,000 2008D general obligation bonds, for construction of Armory Park, due in annual installments of \$180,000 to \$310,000 to December 1, 2021.  | 2,880,000 | 2,880,000 | -         | 180,000 | 109,653 | 289,653 |
| \$5,440,000 2009A general obligation bonds for construction of Armory Park due in annual; installments of \$265,000 to \$565,000.   | 5,440,000 | 5,440,000 | -         | 255,000 | 312,625 | 567,625 |
| \$3,380,000 2009B general obligation bonds for RIFAC expansion, local street improvements and purchase of land due in annual installments of \$185,000 to \$295,000   | 3,380,000 | 880,000   | 2,500,000 | 190,000 | 193,135 | 383,135 |
| \$1,440,000 2009C taxable general obligation bonds for Columbia Park redevelopment, including capitalized interest in annual installments of \$0 to \$180,000.  | 1,440,000 | 1,440,000 | -         | -       | 132,215 | 132,215 |

## **CAPITAL IMPROVEMENTS**

---

Maintenance and expansion of the community's general infrastructure (such as roads, bridges and sidewalks) remains a high priority of the City of Rock Island. To address this concern, the Public Works Department is tasked with developing a five-year capital improvement plan that is presented to the City Council for adoption. This plan provides a framework for the development and maintenance of infrastructure to meet current and future needs. The City's 5-year capital improvement program is updated annually and includes only those capital and infrastructure maintenance projects that the City can realistically finance and for which future operating revenues are reasonably estimated to be sufficient to support associated future operating and/or maintenance costs.

The City of Rock Island defines a capital expenditure as an expenditure resulting in the acquisition of or addition to the government's general fixed assets. A capital asset is defined as having an initial, individual cost of more than \$10,000 and an estimated useful life in excess of three years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

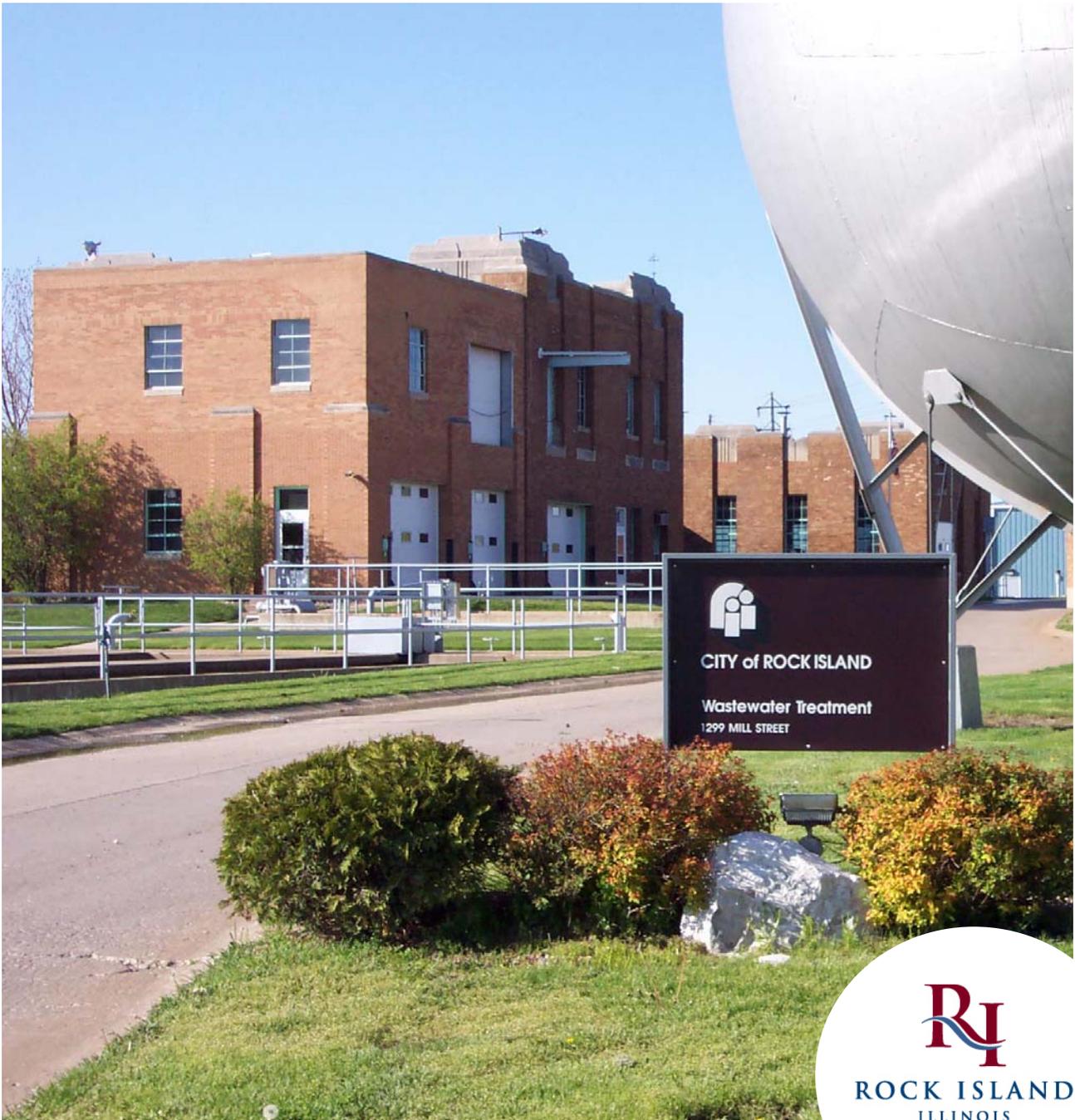
The following Capital Improvement Plan for FY2011-2015, which was adopted by the City Council on November 23, 2009, includes not only capital expenditures but also major infrastructure related maintenance projects. Following this report is a review of the impact each FY2011 project identified in this report has on the operating budget.



ROCK ISLAND  
ILLINOIS

# Capital Improvement Plan FY2011-2015

## City of Rock Island Public Works Department



# City of Rock Island

---

## Five Year Capital Improvement Plan FY2011 thru FY2015

### Table of Contents

|   |         |
|---|---------|
| Gaming Fund Allocations                       | Page 6  |
| Five Year Capital Improvement Plan Summary    | Page 10 |
| Street and Miscellaneous Capital Improvements | Page 12 |
| Water Utility Projects                        | Page 19 |
| Sewer Utility Projects                        | Page 24 |
| Stormwater Utility Projects                   | Page 28 |

**City of Rock Island, Illinois  
Capital Improvement Plan  
FY11 through FY15**

---

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 over \$76M in capital improvements and major contract maintenance in the next five years.

**Gaming Revenues**

The gaming revenue recommendations assume that gaming will provide \$25M for capital improvements, contract maintenance and economic development activities in the next five years. About 88% (\$22.1M) of the anticipated revenue is allocated in the CIP and the remainder (\$2.9M) has not yet been earmarked for specific projects.

**Street System**

Street improvements continue to be an important component of the CIP. 28% (\$21.4M) of the CIP expenditures will be invested in the street system. The primary revenue sources for the street improvement projects are gaming revenue (\$13.3M), general obligation bonds retired through special assessment (\$3.5M) and state/federal grants (\$3.5M).

Motor Fuel Tax revenue was historically 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 an \$800,000 per year loss of revenue for arterial street improvements. 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 three components.

### **Watermain Replacements Coordinated with Street Improvements (\$2.3M)**

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 (\$595,000)**

Beginning in FY15, 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. At this rate, the undersized watermains will be replaced by 2055.

### **Water Tower Investments**

In addition to watermain replacements, 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 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 three of the other four towers in subsequent years. The painting of the final tower will be included in the next edition of the CIP.

### **Sewer Utility**

The federally mandated Combined Sewer Long Term Control Plan (LTCP) dominates the CIP for the Sewer Utility. By the time all the LTCP construction is completed in 2018, the City will have invested almost \$67M.

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

**Long Term Control Plan (\$45.0M)** – The largest project required by the LTCP is the expansion of the wet weather treatment capacity of the Mill Street Sewage

Treatment Plant. The maximum treatment capacity of the plant is currently 16 million gallons per day. After its expansion, the plant will be capable of treating over 106 million gallons per day. The design of this project will be completed in late 2010 and the construction will begin shortly thereafter.

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

#### **Sewer Improvements Coordinated with Street Construction**

**(\$218,000)** - 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 (\$873,000)** – Some old sewers have deteriorated too badly to be rehabilitated or they are undersized. In these cases, the pipes must be replaced. The CIP includes four projects in this category.

### **Stormwater Utility**

One of the primary reasons for the stormwater utility was to create a dedicated revenue source to fund a proactive approach to stormwater management. The CIP includes \$675,000 to address storm sewer system problems that are beyond the capability of the in-house work crews.

---

If you have questions or comments about this information, please contact....

Robert Hawes, P.E.  
Assistant City Manager/Public Works Director  
1309 Mill Street  
Rock Island, Illinois 61201  
(309) 732-2239  
hawes.robert@rigov.org

|   |   | Gaming Fund Allocations |            |              |              |              |              |  |  |
|---|---|-------------------------|------------|--------------|--------------|--------------|--------------|--|--|
|   | Expenditure   | FY11                    | FY12       | FY13         | FY14         | FY15         | Total        |  |  |
| 1 | contract street maintenance                           | \$ 725,000              | \$ 725,000 | \$ 725,000   | \$ 725,000   | \$ 725,000   | \$ 3,625,000 |  |  |
| 2 | Illinois Route 92 Relocation, Phase 1                 |                         |            | \$ 2,650,000 |              |              | \$ 2,650,000 |  |  |
| 3 | Local Street Improvement Program                      |                         | \$ 600,000 | \$ 600,000   | \$ 600,000   | \$ 600,000   | \$ 2,400,000 |  |  |
| 4 | 9th Street Resurfacing, 31st Avenue to Blackhawk Road |                         |            |              |              | \$ 2,200,000 | \$ 2,200,000 |  |  |
| 5 | special assessment program debt service               | \$ 401,000              | \$ 401,000 | \$ 401,000   | \$ 401,000   | \$ 401,000   | \$ 2,005,000 |  |  |
| 6 | 24th Street Resurfacing, 5th to 9th Avenue            |                         |            |              | \$ 1,900,000 |              | \$ 1,900,000 |  |  |
| 7 | Turkey Hollow Road Resurfacing and Bridge Renovation  | \$ 325,000              | \$ 875,000 |              |              |              | \$ 1,200,000 |  |  |
| 8 | 14th Street, 40th Avenue, Watch Hill Road Resurfacing | \$ 900,000              |            |              |              |              | \$ 900,000   |  |  |
| 9 | 25th Avenue Resurfacing, 17th to 24th Street          |                         | \$ 630,000 |              |              |              | \$ 630,000   |  |  |

|    |  | Gaming Fund Allocations |            |            |            |            |            |  |
|----|--|-------------------------|------------|------------|------------|------------|------------|--|
|    | Expenditure  | FY11                    | FY12       | FY13       | FY14       | FY15       | Total      |  |
| 10 | 30th Street Resurfacing, 31st Avenue to Blackhawk Road | \$ 522,973              |            |            |            |            | \$ 522,973 |  |
| 11 | ML King Center expansion debt service                  |                         | \$ 120,000 | \$ 120,000 | \$ 120,000 | \$ 120,000 | \$ 480,000 |  |
| 12 | financial software debt service                        | \$ 97,600               | \$ 95,000  | \$ 95,000  | \$ 95,000  | \$ 95,000  | \$ 477,600 |  |
| 13 | Whitewater Junction debt service                       | \$ 90,000               | \$ 85,000  | \$ 85,000  | \$ 85,000  | \$ 85,000  | \$ 430,000 |  |
| 14 | 16th Avenue Reconstruction, 22nd to 24th Street        | \$ 375,000              |            |            |            |            | \$ 375,000 |  |
| 15 | 7th Avenue Resurfacing, 30th to 38th Street            |                         |            |            |            | \$ 300,000 | \$ 300,000 |  |
| 16 | social services organization allocation                | \$ 50,000               | \$ 50,000  | \$ 50,000  | \$ 50,000  | \$ 50,000  | \$ 250,000 |  |
| 17 | 50/50 Sidewalk, Curb and Tree Replacement Program      | \$ 50,000               | \$ 50,000  | \$ 50,000  | \$ 50,000  | \$ 50,000  | \$ 250,000 |  |
| 18 | Economic Development Rebate Program                    | \$ 225,000              |            |            |            |            | \$ 225,000 |  |

|    |  | Gaming Fund Allocations |      |      |      |      |            |  |
|----|--|-------------------------|------|------|------|------|------------|--|
|    | Expenditure                                    | FY11                    | FY12 | FY13 | FY14 | FY15 | Total      |  |
| 19 | 22 1/2 Avenue Resurfacing, 25th to 27th Street | \$ 225,000              |      |      |      |      | \$ 225,000 |  |
| 20 | VOIP telecommunications system                 | \$ 175,000              |      |      |      |      | \$ 175,000 |  |
| 21 | Façade Improvement Program                     | \$ 150,000              |      |      |      |      | \$ 150,000 |  |
| 22 | computer network equipment replacement         | \$ 140,000              |      |      |      |      | \$ 140,000 |  |
| 23 | community marketing                            | \$ 120,000              |      |      |      |      | \$ 120,000 |  |
| 24 | Police Department office remodel               | \$ 105,302              |      |      |      |      | \$ 105,302 |  |
| 25 | legislative consultant                         | \$ 110,000              |      |      |      |      | \$ 110,000 |  |
| 26 | Central Fire Station basement repair           | \$ 93,950               |      |      |      |      | \$ 93,950  |  |
| 27 | DARI   | \$ 40,000               |      |      |      |      | \$ 40,000  |  |

|    |   | Gaming Fund Allocations |              |              |              |              |       |               |  |
|----|---|-------------------------|--------------|--------------|--------------|--------------|-------|---------------|--|
|    | Expenditure   | FY11                    | FY12         | FY13         | FY14         | FY15         | Total |               |  |
| 28 | E-billing software for utility billing                            | \$ 25,150               |              |              |              |              |       | \$ 25,150     |  |
| 29 | replace the existing parking ticket system computers and software |                         | \$ 23,000    |              |              |              |       | \$ 23,000     |  |
| 30 | upgrade elevator at Main Library                                  | \$ 21,900               |              |              |              |              |       | \$ 21,900     |  |
| 31 | District event management   | \$ 20,000               |              |              |              |              |       | \$ 20,000     |  |
| 32 | physical security system for sensitive areas in finance and IT    | \$ 12,125               |              |              |              |              |       | \$ 12,125     |  |
|    | <b>Total Allocated</b>  | \$ 5,000,000            | \$ 3,654,000 | \$ 4,776,000 | \$ 4,026,000 | \$ 4,626,000 |       | \$ 22,082,000 |  |
|    | <b>Undesignated</b>   | \$ -                    | \$ 1,346,000 | \$ 224,000   | \$ 974,000   | \$ 374,000   |       | \$ 2,918,000  |  |
|    | <b>Total Available</b>  | \$ 5,000,000            | \$ 5,000,000 | \$ 5,000,000 | \$ 5,000,000 | \$ 5,000,000 |       | \$ 25,000,000 |  |

### Five Year Capital Improvement Plan Summary

|   | FY11         | FY12         | FY13         | FY14         | FY15         | Total         |
|---|--------------|--------------|--------------|--------------|--------------|---------------|
| 1 Revenue   |              |              |              |              |              |               |
| 2   |              |              |              |              |              |               |
| 3 <b>Government Grants and Contributions</b>  |              |              |              |              |              |               |
| 4 30th Street Resurfacing, 31st Avenue to Blackhawk Road                            | \$ 877,027   |              |              |              |              | \$ 877,027    |
| 5 Turkey Hollow Rd Resurfacing and Bridge Renovations, Andalusia Rd to city limits  | \$ 877,000   |              |              |              |              | \$ 877,000    |
| 6 Rock Island Parkway, Phase 1  | \$ 500,000   |              |              |              |              | \$ 500,000    |
| 7 Parking Ramp Improvements (Downtown TIF)  | \$ 120,000   | \$ 125,000   |              |              |              | \$ 245,000    |
| 8 Parking Lot F Resurfacing (Downtown TIF)  | \$ 125,000   |              |              |              |              | \$ 125,000    |
| 9 20th Street Bicycle Lanes, 1st to 7th Avenue (Downtown TIF)                       | \$ 80,000    |              |              |              |              | \$ 80,000     |
| 10 50/50 Sidewalk, Tree and Curb Program contributions                              | \$ 35,000    | \$ 35,000    | \$ 35,000    | \$ 35,000    | \$ 35,000    | \$ 175,000    |
| 11 Ill 92, Phase 1 (11th Street interchange)  |              |              | \$ 1,250,000 |              |              | \$ 1,250,000  |
| 12  |              |              |              |              |              |               |
| 13  | \$ 2,614,027 | \$ 160,000   | \$ 1,285,000 | \$ 35,000    | \$ 35,000    | \$ 4,129,027  |
| 14 <b>Gaming Revenue</b>  |              |              |              |              |              |               |
| 15 22 1/2 Avenue Resurfacing, 25th to 27th Street                                   | \$ 225,000   |              |              |              |              | \$ 225,000    |
| 16 14th Street, 40th Avenue, Watch Hill Road resurfacing special assessment         | \$ 900,000   |              |              |              |              | \$ 900,000    |
| 17 16th Avenue Reconstruction   | \$ 375,000   |              |              |              |              | \$ 375,000    |
| 18 30th Street Resurfacing, 31st Avenue to Blackhawk Road                           | \$ 522,973   |              |              |              |              | \$ 522,973    |
| 19 Information System Upgrades  | \$ 340,150   |              |              |              |              | \$ 340,150    |
| 20 50/50 Sidewalk, Curb and Tree Program  | \$ 50,000    | \$ 50,000    | \$ 50,000    | \$ 50,000    | \$ 50,000    | \$ 250,000    |
| 21 Turkey Hollow Rd Resurfacing and Bridge Renovations, Andalusia Rd to city limits | \$ 325,000   | \$ 875,000   |              |              |              | \$ 1,200,000  |
| 22 25th Avenue Resurfacing, 17th to 24th Street                                     | \$ 630,000   | \$ 630,000   |              |              |              | \$ 1,260,000  |
| 23 Enhanced Local Streets Program   | \$ 600,000   | \$ 600,000   | \$ 600,000   | \$ 600,000   | \$ 600,000   | \$ 2,400,000  |
| 24 Ill 92, Phase 1 (11th Street interchange)  |              |              | \$ 2,650,000 |              |              | \$ 2,650,000  |
| 25 24th Street Resurfacing, 5th to 9th Avenue                                       |              |              |              | \$ 1,900,000 |              | \$ 1,900,000  |
| 26 7th Avenue Resurfacing, 30th to 38th Street                                      |              |              |              |              | \$ 300,000   | \$ 300,000    |
| 27 9th Street Resurfacing, 31st Avenue to Blackhawk Rd                              |              |              |              |              | \$ 2,200,000 | \$ 2,200,000  |
| 28  |              |              |              |              |              |               |
| 29  | \$ 2,738,123 | \$ 2,155,000 | \$ 3,300,000 | \$ 2,550,000 | \$ 3,150,000 | \$ 13,893,123 |
| 30  |              |              |              |              |              |               |
| 31 <b>Water Utility Funds</b>   |              |              |              |              |              |               |
| 32  | \$ -         | \$ 98,674    | \$ 975,000   | \$ 967,000   | \$ 1,170,000 | \$ 3,210,674  |
| 33  | \$ 3,968,374 | \$ 1,962,816 | \$ 3,299,226 | \$ 2,227,993 | \$ 1,443,668 | \$ 12,902,077 |
| 34  |              |              |              |              |              |               |
| 35 <b>Stormwater Utility Funds</b>  | \$ 100,000   | \$ 125,000   | \$ 150,000   | \$ 150,000   | \$ 150,000   | \$ 675,000    |

**Five Year Capital Improvement Plan Summary**

|   | FY11          | FY12          | FY13          | FY14          | FY15         | Total         |
|---|---------------|---------------|---------------|---------------|--------------|---------------|
| <b>General Obligation Bonds</b>                           |               |               |               |               |              |               |
| 26th Avenue Resurfacing, 32nd to 34th Street              | \$ 539,000    |               |               |               |              | \$ 539,000    |
| 34th Avenue Court Reconstruction, east of 12th Street     | \$ 325,000    |               |               |               |              | \$ 325,000    |
| FY11 and FY12 Water Utility Projects                      | \$ 2,000,000  |               |               |               |              | \$ 2,000,000  |
| Sewer Utility Projects                                    | \$ 5,000,000  | \$ 11,000,000 | \$ 12,000,000 | \$ 4,000,000  | \$ 3,000,000 | \$ 35,000,000 |
| 46th Street, 28th Avenue and 47th Street Court            | \$            | \$ 600,000    |               |               |              | \$ 600,000    |
| 44th Street Reconstruction, 41st Street to Blackhawk Road |               |               | \$ 460,000    |               |              | \$ 460,000    |
| 37th Avenue Reconstruction, east of 44th Street           |               |               | \$ 210,000    |               |              | \$ 210,000    |
| 23rd Avenue Reconstruction, 12th to 14th Avenue           |               |               |               | \$ 579,000    |              | \$ 579,000    |
| 23rd Street Reconstruction, 10th to 12th Avenue           |               |               |               |               | \$ 771,000   | \$ 771,000    |
|   | \$ 7,864,000  | \$ 11,600,000 | \$ 12,670,000 | \$ 4,579,000  | \$ 3,771,000 | \$ 40,484,000 |
| <b>Total Revenue</b>                                      | \$ 17,284,524 | \$ 16,101,490 | \$ 21,679,226 | \$ 10,508,993 | \$ 9,719,668 | \$ 75,293,901 |
| <b>Expenditures</b>                                       |               |               |               |               |              |               |
| Street and Miscellaneous Improvements                     | \$ 7,369,150  | \$ 2,915,000  | \$ 5,255,000  | \$ 3,164,000  | \$ 3,956,000 | \$ 22,659,150 |
| Water System Improvements                                 | \$ 1,361,674  | \$ 737,000    | \$ 975,000    | \$ 967,000    | \$ 1,170,000 | \$ 5,210,674  |
| Sewer System Improvements                                 | \$ 8,968,374  | \$ 12,962,816 | \$ 15,299,226 | \$ 6,227,993  | \$ 4,443,668 | \$ 47,902,077 |
| Stormwater System Improvements                            | \$ 100,000    | \$ 125,000    | \$ 150,000    | \$ 150,000    | \$ 150,000   | \$ 675,000    |
| <b>Total Expenditures</b>                                 | \$ 17,799,198 | \$ 16,739,816 | \$ 21,679,226 | \$ 10,508,993 | \$ 9,719,668 | \$ 76,446,901 |

The difference between total expenditures and total revenue reflects the cash on hand.

**Street and Miscellaneous Capital Improvements**

|   | FY11         | FY12         | FY13         | FY14         | FY15         |
|---|--------------|--------------|--------------|--------------|--------------|
| <b>1 Revenue</b>  |              |              |              |              |              |
| <b>2 grants and contributions</b>   |              |              |              |              |              |
| 3 30th Street Resurfacing, 31st Avenue to Blackhawk Road                            | \$ 877,027   |              |              |              |              |
| 4 Turkey Hollow Rd Resurfacing and Bridge Renovations, Andalusia Rd to city limits  | \$ 877,000   |              |              |              |              |
| 5 Rock Island Parkway, Phase 1  | \$ 500,000   |              |              |              |              |
| 6 Parking Ramp improvements (Downtown TIF)  | \$ 120,000   | \$ 125,000   |              |              |              |
| 7 Parking Lot F Resurfacing (Downtown TIF)  | \$ 125,000   |              |              |              |              |
| 8 20th Street Bicycle Lanes, 1st to 7th Avenue (Downtown TIF)                       | \$ 80,000    |              |              |              |              |
| 9 50/50 Sidewalk, Tree and Curb Program contributions                               | \$ 35,000    | \$ 35,000    | \$ 35,000    | \$ 35,000    | \$ 35,000    |
| 10 Ill 92, Phase 1 (11th Street interchange)  |              |              | \$ 1,250,000 |              |              |
| 11  |              |              |              |              |              |
| 12 total grants and contributions   | \$ 2,614,027 | \$ 160,000   | \$ 1,285,000 | \$ 35,000    | \$ 35,000    |
| 13  |              |              |              |              |              |
| 14 <b>gaming tax</b>  |              |              |              |              |              |
| 15 22 1/2 Avenue Resurfacing, 25th to 27th Street                                   | \$ 225,000   |              |              |              |              |
| 16 14th Street, 40th Avenue, Watch Hill Road resurfacing special assessment         | \$ 900,000   |              |              |              |              |
| 17 16th Avenue Reconstruction   | \$ 375,000   |              |              |              |              |
| 18 30th Street Resurfacing, 31st Avenue to Blackhawk Road                           | \$ 522,973   |              |              |              |              |
| 19 Information System Upgrades  | \$ 340,150   |              |              |              |              |
| 20 50/50 Sidewalk, Curb and Tree Program  | \$ 50,000    | \$ 50,000    | \$ 50,000    | \$ 50,000    | \$ 50,000    |
| 21 Turkey Hollow Rd Resurfacing and Bridge Renovations, Andalusia Rd to city limits | \$ 325,000   | \$ 875,000   |              |              |              |
| 22 25th Avenue Resurfacing, 17th to 24th Street                                     | \$           | \$ 630,000   |              |              |              |
| 23 Enhanced Local Streets Program   | \$           | \$ 600,000   | \$ 600,000   | \$ 600,000   | \$ 600,000   |
| 24 Ill 92, Phase 1 (11th Street interchange)  |              |              | \$ 2,650,000 |              |              |
| 25 24th Street Resurfacing, 5th to 9th Avenue                                       |              |              |              | \$ 1,900,000 |              |
| 26 7th Avenue Resurfacing, 30th to 38th Street                                      |              |              |              |              | \$ 300,000   |
| 27 9th Street Resurfacing, 31st Avenue to Blackhawk Rd                              |              |              |              |              | \$ 2,200,000 |
| 28  |              |              |              |              |              |
| 29 gaming revenue   | \$ 2,738,123 | \$ 2,155,000 | \$ 3,300,000 | \$ 2,550,000 | \$ 3,150,000 |

**Street and Miscellaneous Capital Improvements**

|   | FY11         | FY12         | FY13         | FY14         | FY15         |
|---|--------------|--------------|--------------|--------------|--------------|
| <b>general obligation bonds</b>   |              |              |              |              |              |
| 26th Avenue Resurfacing, 32nd to 34th Street  | \$ 539,000   |              |              |              |              |
| 34th Avenue Court Reconstruction, east of 12th Street   | \$ 325,000   |              |              |              |              |
| 46th Street, 28th Avenue and 47th Street Court  |              | \$ 600,000   |              |              |              |
| 44th Street Reconstruction, 41st Street to Blackhawk Road   |              |              | \$ 460,000   |              |              |
| 37th Avenue Reconstruction, east of 44th Street   |              |              | \$ 210,000   |              |              |
| 23rd Avenue Reconstruction, 12th to 14th Street   |              |              |              | \$ 579,000   |              |
| 23rd Street Reconstruction, 10th to 12th Avenue   |              |              |              |              | \$ 771,000   |
| total general obligation bonds  | \$ 864,000   | \$ 600,000   | \$ 670,000   | \$ 579,000   | \$ 771,000   |
|   | \$ -         |              |              |              |              |
| total General Fund carryover  | \$ -         |              |              |              |              |
| total revenue   | \$ 6,216,150 | \$ 2,915,000 | \$ 5,255,000 | \$ 3,164,000 | \$ 3,956,000 |
| <b>Expenditures</b>   |              |              |              |              |              |
| <b>&lt;&lt; Arterial, Collector and Downtown Streets &gt;&gt;</b>   |              |              |              |              |              |
| <b>Rock Island Parkway, Phase 1</b>   | \$ 500,000   |              |              |              |              |
| <i>This work is the first phase of a multi-year program to resurface the Rock Island Parkway between US67 and Andalusia Road. The total program will cost \$13.3M. Phase 1 will be undertaken with funds provided by the State of Illinois.</i>   |              |              |              |              |              |
| <b>30th Street Resurfacing, 31st Avenue to Blackhawk Rd</b>   | \$ 1,400,000 |              |              |              |              |
| <i>Severely deteriorated sections of pavement will be replaced and a new asphalt driving surface will be added. The project funding is provided by a federal grant (\$877,027) and gaming tax (\$522,973). See the Water Utility and Sewer Utility projects for the related utility system improvements</i> |              |              |              |              |              |

**Street and Miscellaneous Capital Improvements**

|    | FY11   | FY12       | FY13         | FY14         | FY15         |
|----|--|------------|--------------|--------------|--------------|
| 57 |  |            |              |              |              |
| 58 | \$ 1,202,000   | \$ 875,000 |              |              |              |
| 59 | <i>The work will include the placement of a new asphalt driving surface on the roadway in FY11 and the replacement of the bridge deck in FY12. The project funding is provided by a grant for the state of Illinois (\$877,000) and gaming tax (\$1,200,000).</i>  |            |              |              |              |
| 60 |  |            |              |              |              |
| 61 |  | \$ 630,000 |              |              |              |
| 62 | <i>The work will include the replacement of severely deteriorated sections of pavement and the addition of a new asphalt driving surface. All costs will be paid with gaming tax. See the Water Utility projects for the related utility system improvements</i>   |            |              |              |              |
| 63 |  |            |              |              |              |
| 64 |  |            | \$ 3,900,000 |              |              |
| 65 | <i>Construct the 11th Street interchange. Future phases will include new interchanges at 38th Street and 46th Street and the reduction of the westbound pavement between 27th Street and 38th Street. The project funding is expected to be provided by a federal grant (\$1,250,000) and gaming tax (\$2,650,000). The federal grant for this project has not yet been secured.</i> |            |              |              |              |
| 66 |  |            |              |              |              |
| 67 |  |            |              | \$ 1,900,000 |              |
| 68 | <i>The work will include the replacement of deteriorated sections of pavement and the addition of a new asphalt driving surface. All costs will be paid with gaming tax. See the Water Utility projects for the related water system improvement.</i>  |            |              |              |              |
| 69 |  |            |              |              |              |
| 70 |  |            |              |              | \$ 300,000   |
| 71 | <i>The work will include the replacement of severely deteriorated sections of pavement and the addition of a new asphalt driving surface. All costs will be paid with gaming tax.</i>  |            |              |              |              |
| 72 |  |            |              |              |              |
| 73 |  |            |              |              |              |
| 74 | <i>The work will include the replacement of severely deteriorated sections of pavement and the addition of a new asphalt driving surface. All costs will be paid with gaming tax.</i>  |            |              |              |              |
| 75 |  |            |              |              | \$ 2,200,000 |
| 76 |  |            |              |              |              |
| 77 |  |            |              |              |              |
| 78 | \$ 85,000  | \$ 85,000  | \$ 85,000    | \$ 85,000    | \$ 85,000    |
| 79 | <i>Residents can replace deteriorated sidewalks or curbs and plant boulevard trees using this program. The resident pays one-half the construction cost. The City pays the other one-half the construction cost plus all administrative costs from gaming tax revenues.</i>  |            |              |              |              |

**Street and Miscellaneous Capital Improvements**

|     | FY11  | FY12 | FY13 | FY14 | FY15 |
|-----|---|------|------|------|------|
| 80  |   |      |      |      |      |
| 81  | \$ 375,000  |      |      |      |      |
| 82  | <i>The existing pavement will be replaced. All of the costs will be paid with gaming tax.</i>   |      |      |      |      |
| 83  |   |      |      |      |      |
| 84  | <b>&lt;&lt; Special Assessment Program (financed with general obligation bonds)</b>   |      |      |      |      |
| 85  |   |      |      |      |      |
| 86  | \$ 539,000  |      |      |      |      |
| 87  | <i>The existing pavement will be removed and replaced. The storm sewer system will be evaluated and upgraded if needed. A portion of the cost will be assessed to adjacent properties. See the Water Utility Utility projects for the related utility system improvements</i> |      |      |      |      |
| 88  |   |      |      |      |      |
| 89  | \$ 325,000  |      |      |      |      |
| 90  | <i>The existing pavement and curb will be replaced and the storm sewer system will be evaluated and upgraded as necessary. A portion of the cost will be assessed to adjacent property owners. See the Water Utility projects for the related utility system improvements</i> |      |      |      |      |
| 91  |   |      |      |      |      |
| 92  | \$ 600,000  |      |      |      |      |
| 93  | <i>The existing pavement will be removed and replaced. The storm sewer system will be evaluated and upgraded if needed. A portion of the cost will be assessed to adjacent properties. See the Water Utility projects for the related utility system improvements</i>         |      |      |      |      |
| 94  |   |      |      |      |      |
| 95  | \$ 460,000  |      |      |      |      |
| 96  | <i>The existing pavement will be removed and replaced. The storm sewer system will be evaluated and upgraded if needed. A portion of the cost will be assessed to adjacent properties.</i>  |      |      |      |      |
| 97  |   |      |      |      |      |
| 98  | \$ 210,000  |      |      |      |      |
| 99  | <i>The existing pavement will be removed and replaced. The storm sewer system will be evaluated and upgraded if needed. A portion of the cost will be assessed to adjacent properties.</i>  |      |      |      |      |
| 100 |   |      |      |      |      |
| 101 | \$ 579,000  |      |      |      |      |
| 102 | <i>The existing pavement and curb will be replaced and the storm sewer system will be evaluated and upgraded as necessary. A portion of the cost will be assessed to adjacent property owners. See the Sewer Utility projects for the related utility system improvements</i> |      |      |      |      |
| 103 |   |      |      |      |      |

**Street and Miscellaneous Capital Improvements**

|     | FY11 | FY12       | FY13 | FY14 | FY15       |
|-----|------|------------|------|------|------------|
| 104 |      |            |      |      |            |
| 105 |      |            |      |      | \$ 771,000 |
| 106 |      |            |      |      |            |
| 107 |      |            |      |      |            |
| 108 |      |            |      |      |            |
| 109 |      |            |      |      |            |
| 110 |      | \$ 600,000 |      |      |            |
| 111 |      |            |      |      |            |
| 112 |      |            |      |      |            |
| 113 |      |            |      |      |            |
| 114 |      |            |      |      | \$ 600,000 |
| 115 |      |            |      |      |            |
| 116 |      |            |      |      |            |
| 117 |      |            |      |      |            |
| 118 |      |            |      |      |            |

**23rd Street Reconstruction, 10th to 12th Avenue**

The existing pavement and curb will be replaced and the storm sewer system will be evaluated and upgraded as necessary. A portion of the cost will be assessed to adjacent property owners. See the Water Utility projects for the related utility system improvements

**<< Special Assessment Resurfacing Program (financed with gaming tax revenue)**

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.

**FY2012 Construction Program**

- 15th Avenue, 33rd to 38th St
- 16th Avenue, 33rd to 38th St

**FY2013 Construction Program**

- 35th Street, 14th to 18th Avenue
- 42nd Street, 29th Avenue to Saukie Golf Course
- 44 th Street, 29th Avenue to Saukie Golf Course

**Street and Miscellaneous Capital Improvements**

|                                    | FY11  | FY12         | FY13         | FY14         | FY15         |
|------------------------------------|---|--------------|--------------|--------------|--------------|
| <b>FY2014 Construction Program</b> |   |              |              |              |              |
| 119                                |   |              |              |              |              |
| 120                                |   |              |              | \$ 600,000   |              |
| 121                                |   |              |              |              |              |
| 122                                |   |              |              |              |              |
| 123                                |   |              |              |              |              |
| 124                                |   |              |              |              | \$ 600,000   |
| 125                                |   |              |              |              |              |
| 126                                |   |              |              |              |              |
| 127                                |   |              |              |              |              |
| 128                                |   |              |              |              |              |
| 129                                |   |              |              |              |              |
| 130                                | \$ 120,000  | \$ 125,000   |              |              |              |
| 131                                | <i>The parking building is approaching 30 years of service and needs structural repairs, joint sealing and pavement sealing to remain viable for another 15 to 20 years. The Downtown Tax Increment Financing Fund will contribute the funds needed for the work.</i> |              |              |              |              |
| 132                                |   |              |              |              |              |
| 133                                | \$ 125,000  |              |              |              |              |
| 134                                | <i>Parking Lot F (18th Street/2nd Avenue) will be resurfaced using funds from the Downtown Tax Increment Financing Fund.</i>  |              |              |              |              |
| 135                                |   |              |              |              |              |
| 136                                | \$ 80,000   |              |              |              |              |
| 137                                | <i>Bicycle only lanes will be added to 20th Street between 1st and 7th Avenue using funds from the Downtown Tax Increment Financing Fund. The new lanes will connect the 7th Avenue bicycle lanes to the Great River Trail on top of the Mississippi River levee.</i> |              |              |              |              |
| 138                                |   |              |              |              |              |
| 139                                | \$ 340,150  |              |              |              |              |
| 140                                | <i>This group of expenditures includes scheduled network equipment replacement (\$140,000), completion of the VOIP communications system (\$175,000) and e-billing software (\$25,150). All the costs will be paid from gaming tax revenues.</i>                      |              |              |              |              |
| 141                                |   |              |              |              |              |
| 142                                | \$ 5,091,150  | \$ 2,915,000 | \$ 5,255,000 | \$ 3,164,000 | \$ 3,956,000 |
| 143                                | <b>expenditure subtotal</b>   |              |              |              |              |



Water Utility Projects

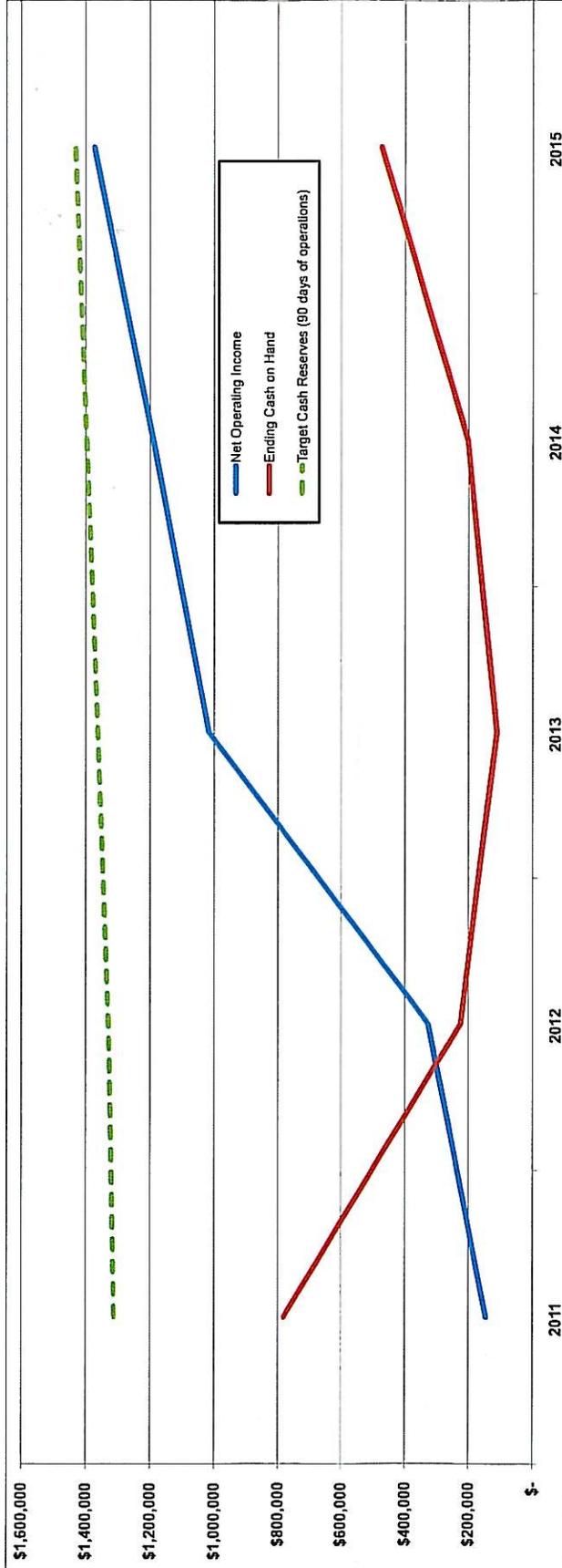
|  | FY11       | FY12       | FY13       | FY14       | FY15       | Total      |
|--|------------|------------|------------|------------|------------|------------|
| 1 Water Tower Rehabilitations                              |            |            |            |            |            |            |
| 2 Reservoir Tower (500,000)                                |            | \$ 550,000 |            |            |            | \$ 550,000 |
| 3 14th Avenue (500,000 gallons)                            |            |            | \$ 375,000 |            |            | \$ 375,000 |
| 4 Ridgewood Road Water Tower (250,000 gallons)             |            |            |            | \$ 275,000 |            | \$ 275,000 |
| 5 Water Meter Rebuilding Program                           |            |            |            |            |            |            |
| 6 Rebuild all water meters (14,800) in five annual phases. |            |            | \$ 120,000 | \$ 120,000 | \$ 120,000 | \$ 360,000 |
| 7 Raw Water Pumping Station tuckpointing                   |            |            |            |            | \$ 125,000 | \$ 125,000 |
| 8 Watermains Under Street Program Projects                 |            |            |            |            |            |            |
| 9 14th, 15th Street watermain south of Blackhawk Rd        | \$ 153,329 |            |            |            |            | \$ 153,329 |
| 10 14th St, Watch Hill Rd watermain                        | \$ 156,953 |            |            |            |            | \$ 156,953 |
| 11 22 1/2 Avenue, 25-27                                    | \$ 138,909 |            |            |            |            | \$ 138,909 |
| 12 23rd Ave, 24-26   | \$ 156,483 |            |            |            |            | \$ 156,483 |
| 13 30th Street, 31st Avenue to Blackhawk Road              | \$ 11,000  |            |            |            |            | \$ 11,000  |
| 14 26th Avenue, 32nd to 34th Street                        | \$ 95,000  |            |            |            |            | \$ 95,000  |
| 15 34th Avenue Ct, east of 12th Street                     | \$ 50,000  |            |            |            |            | \$ 50,000  |
| 16 46th Street, 29th Avenue to 47th St Ct                  |            | \$ 12,000  |            |            |            | \$ 12,000  |
| 17 25th Avenue, 17th to 24th Street                        |            | \$ 10,000  |            |            |            | \$ 10,000  |
| 18 15th Avenue, 33rd to 38th Street                        |            | \$ 40,000  |            |            |            | \$ 40,000  |

**Water Utility Projects**

|   | FY11         | FY12       | FY13       | FY14       | FY15         | Total        |
|---|--------------|------------|------------|------------|--------------|--------------|
| 19 16th Avenue, 33rd to 38th Street                 |              | \$ 125,000 |            |            |              | \$ 125,000   |
| 20 35th Street, 14th to 18th Ave                    |              |            | \$ 345,000 |            |              | \$ 345,000   |
| 21 42nd Street, 29th Avenue to Soukie Golf Course   |              |            | \$ 135,000 |            |              | \$ 135,000   |
| 22 34th Street, 35th to 38th Avenue                 |              |            |            | \$ 12,000  |              | \$ 12,000    |
| 23 24th Street, 5th to 9th Avenue                   |              |            |            | \$ 560,000 |              | \$ 560,000   |
| 24 8th Avenue, 42nd to 46th Street                  |              |            |            |            | \$ 121,000   | \$ 121,000   |
| 25 9th Avenue, 44 1/2 to 46th Street                |              |            |            |            | \$ 209,000   | \$ 209,000   |
| 26  |              |            |            |            |              |              |
| 27 <b>Water Tower Replacements</b>                  |              |            |            |            |              |              |
| 28 Replace 14th Street Water Tower (100,000 gallon) | \$ 600,000   |            |            |            |              | \$ 600,000   |
| 29  |              |            |            |            |              |              |
| 30 <b>Watermain Replacement Program</b>             |              |            |            |            |              |              |
| 31 15th Street, 6th to 7th Avenue                   |              |            |            |            | \$ 50,000    | \$ 50,000    |
| 32 36th Avenue, 12th to 14th Street                 |              |            |            |            | \$ 95,000    | \$ 95,000    |
| 33 11th Street watermain replacement, Phase 1       |              |            |            |            | \$ 450,000   | \$ 450,000   |
| 34 31st to 39th Avenue                              |              |            |            |            |              |              |
| 35  | \$ 1,361,674 | \$ 737,000 | \$ 975,000 | \$ 967,000 | \$ 1,170,000 | \$ 5,210,674 |

### Water Utility Projections

| Fiscal Year Ending | Rate Change | Capital Improvements | Bond Proceeds | Ending Cash on Hand | Comments   |
|--------------------|-------------|----------------------|---------------|---------------------|--|
| 2011               | 5.0%        | \$ 1,361,674         |               | \$ 779,442          | bond proceeds used to pay for FY11 and FY12 capital improvements |
| 2012               | 5.0%        | \$ 737,000           | \$ 2,000,000  | \$ 224,712          |  |
| 2013               | 5.0%        | \$ 975,000           |               | \$ 112,166          |  |
| 2014               | 5.0%        | \$ 967,000           |               | \$ 203,057          |  |
| 2015               | 5.0%        | \$ 1,170,000         |               | \$ 474,755          |  |
|                    |             | \$ 5,210,674         |               |                     |  |



|                  |       |
|------------------|-------|
| interest on cash | 2.00% |
| inflation rate   | 2.50% |

Water Fund Projections

|  | 1  | 2                  | 3                   | 4                   | 5                   |
|--|--|--------------------|---------------------|---------------------|---------------------|
|  | FY11   | FY12               | FY13                | FY14                | FY15                |
| <b>REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS</b> |  |                    |                     |                     |                     |
| 1  | <b>OPERATING REVENUES</b>                          |                    |                     |                     |                     |
| 2  | charges for service                                |                    |                     |                     |                     |
| 3  | water charges \$                                   | 5,282,566 \$       | 5,824,029 \$        | 6,115,230 \$        | 6,420,992 \$        |
| 4  | misc service charges \$                            | 500 \$             | 525 \$              | 538 \$              | 552 \$              |
| 5  | other  |                    |                     |                     |                     |
| 6  | water tower rentals \$                             | 299,100 \$         | 314,242 \$          | 322,098 \$          | 330,150 \$          |
| 7  | Water Service Repair Program \$                    | 144,000 \$         | 156,000 \$          | 162,000 \$          | 168,000 \$          |
| 8  | Sewer Fund payment for meter services \$           | 163,000 \$         | 171,252 \$          | 175,533 \$          | 179,922 \$          |
| 9  | damage to city property \$                         | 350 \$             | 368 \$              | 377 \$              | 386 \$              |
| 10   | total operating revenues \$                        | 5,889,516 \$       | 6,468,416 \$        | 6,775,777 \$        | 7,100,002 \$        |
| 11   | <b>OPERATING EXPENSES</b>                          |                    |                     |                     |                     |
| 12   | personnel \$                                       | 2,063,363 \$       | 2,107,147 \$        | 2,159,826 \$        | 2,213,821 \$        |
| 13   | supplies \$  | 888,969 \$         | 933,973 \$          | 957,322 \$          | 981,255 \$          |
| 14   | services \$  | 890,110 \$         | 935,172 \$          | 958,551 \$          | 982,515 \$          |
| 15   | other \$   | 29,010 \$          | 30,475 \$           | 31,241 \$           | 32,022 \$           |
| 16   | transfer to General Fund for services \$           | 474,169 \$         | 498,174 \$          | 510,628 \$          | 523,394 \$          |
| 17   | transfer to General Fund (utility cut repairs) \$  | 160,000 \$         | 168,100 \$          | 172,303 \$          | 176,610 \$          |
| 18   | services (GIS) \$                                  | 50,000 \$          | 52,531 \$           | 53,845 \$           | 55,191 \$           |
| 19   | discount for the Park and Recreation Department \$ | 25,000 \$          | 27,563 \$           | 28,941 \$           | 30,388 \$           |
| 20   | repay General Fund for cash advance \$             | 500,000 \$         | - \$                | - \$                | - \$                |
| 21   | depreciation \$                                    | 640,000 \$         | 672,400 \$          | 689,210 \$          | 706,440 \$          |
| 22   | contingency \$                                     | 25,000 \$          | 25,000 \$           | 25,000 \$           | 25,000 \$           |
| 23   |  |                    |                     |                     |                     |
| 24   | total operating expenses \$                        | 5,745,621 \$       | 5,450,536 \$        | 5,586,866 \$        | 5,726,636 \$        |
| 25   |  |                    |                     |                     |                     |
| 26   | <b>OPERATING INCOME (LOSS)</b>                     | <b>143,895 \$</b>  | <b>1,015,877 \$</b> | <b>1,188,911 \$</b> | <b>1,373,366 \$</b> |
| 27   |  |                    |                     |                     |                     |
| 28   | <b>NONOPERATING REVENUES (EXPENSES)</b>            |                    |                     |                     |                     |
| 29   | interest revenue (expenses) on investments \$      | 11,244 \$          | 5,560 \$            | 4,232 \$            | 8,721 \$            |
| 30   | contributed capital \$                             | - \$               | - \$                | - \$                | - \$                |
| 31   | interest expenses for bonds \$                     | (250,656) \$       | (227,789) \$        | (179,476) \$        | (153,770) \$        |
| 32   | total nonoperating revenue (expenses) \$           | (239,414) \$       | (199,791) \$        | (175,245) \$        | (145,049) \$        |
| 33   |  |                    |                     |                     |                     |
| 34   | <b>CHANGE IN NET ASSETS</b>                        | <b>(95,519) \$</b> | <b>817,086 \$</b>   | <b>1,013,666 \$</b> | <b>1,228,317 \$</b> |

### Water Fund Projections

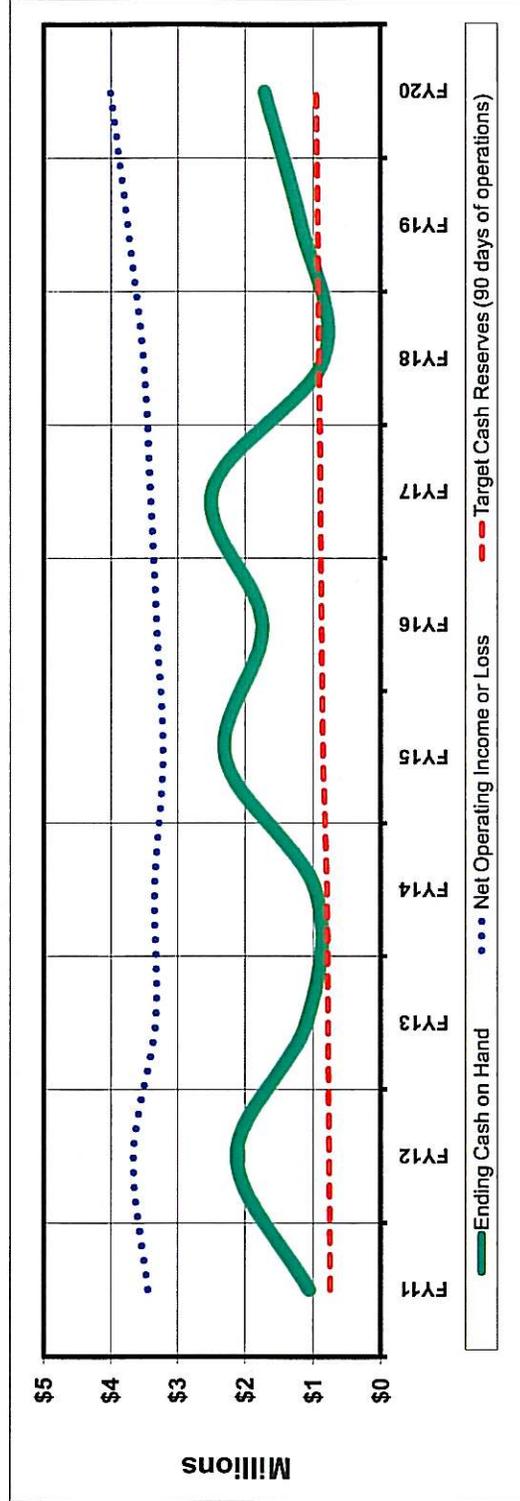
|                   |   | 1              | 2              | 3              | 4              | 5              |
|-------------------|---|----------------|----------------|----------------|----------------|----------------|
|                   |   | FY11           | FY12           | FY13           | FY14           | FY15           |
| <b>CASH FLOWS</b> |   |                |                |                |                |                |
| 1                 | <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>         |                |                |                |                |                |
| 2                 | cash received from customers                        | \$ 5,282,566   | \$ 5,546,694   | \$ 5,824,029   | \$ 6,115,230   | \$ 6,420,992   |
| 3                 | cash payments to supplies for goods and services    | \$ (3,042,259) | \$ (3,133,870) | \$ (2,670,991) | \$ (2,737,830) | \$ (2,806,374) |
| 4                 | cash payments to employees for services             | \$ (2,063,363) | \$ (2,055,753) | \$ (2,107,147) | \$ (2,159,826) | \$ (2,213,821) |
| 5                 | other operating revenue                             | \$ 606,950     | \$ 624,524     | \$ 642,387     | \$ 660,547     | \$ 679,010     |
| 6                 | <b>NET CASH PROVIDED (USED) FOR OPERATIONS</b>      | \$ 783,895     | \$ 981,594     | \$ 1,688,277   | \$ 1,878,121   | \$ 2,079,806   |
| 7                 |   |                |                |                |                |                |
| 8                 | <b>CASH FLOWS FROM CAPITAL FINANCING ACTIVITIES</b> |                |                |                |                |                |
| 9                 | capital improvements                                | \$ (1,361,674) | \$ (737,000)   | \$ (975,000)   | \$ (967,000)   | \$ (1,170,000) |
| 10                | contributed capital                                 | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           |
| 11                | proceeds for GO bond sale                           | \$ 2,000,000   | \$ -           | \$ -           | \$ -           | \$ -           |
| 12                | payment of general obligations bonds                | \$ (581,470)   | \$ (585,195)   | \$ (627,032)   | \$ (644,985)   | \$ (493,060)   |
| 13                | interest paid                                       | \$ (250,658)   | \$ (227,789)   | \$ (204,352)   | \$ (179,476)   | \$ (153,770)   |
| 14                | <b>NET CASH PROVIDED (USED) FOR CAPITAL</b>         | \$ (193,802)   | \$ (1,553,984) | \$ (1,806,384) | \$ (1,791,462) | \$ (1,816,830) |
| 15                |   |                |                |                |                |                |
| 16                | <b>BEGINNING CASH</b>                               | \$ 178,105     | \$ 779,442     | \$ 224,712     | \$ 112,166     | \$ 203,057     |
| 17                | <b>NET CASH PROVIDED (USED) FOR OPERATIONS</b>      | \$ 783,895     | \$ 981,594     | \$ 1,688,277   | \$ 1,878,121   | \$ 2,079,806   |
| 18                | <b>NET CASH PROVIDED (USED) FOR CAPITAL</b>         | \$ (193,802)   | \$ (1,553,984) | \$ (1,806,384) | \$ (1,791,462) | \$ (1,816,830) |
| 19                | <b>ENDING CASH SUBTOTAL</b>                         | \$ 768,198     | \$ 207,052     | \$ 106,606     | \$ 198,826     | \$ 486,034     |
| 20                | <b>INTEREST EARNED (PAID)</b>                       | \$ 11,244      | \$ 17,659      | \$ 5,560       | \$ 4,232       | \$ 8,721       |
| 21                | <b>ENDING CASH</b>                                  | \$ 779,442     | \$ 224,712     | \$ 112,166     | \$ 203,057     | \$ 474,755     |
| 22                |   |                |                |                |                |                |
| 23                | <b>NET CHANGE IN CASH</b>                           | \$ 601,337     | \$ (554,730)   | \$ (112,546)   | \$ 90,891      | \$ 271,698     |

Sewer Utility Projects

|  | FY11         | FY12          | FY13          | FY14         | FY15         | Total         |
|--|--------------|---------------|---------------|--------------|--------------|---------------|
| 1 Combined Sewer Long Term Control Plan (LTCP)<br>The design of the Mill Street Sewage Treatment Plant improvements will be completed in FY11 and construction will begin. The plant improvements will be completed in FY14. In FY15, work will begin on a combined sewer overflow storage facility near the intersection of 42nd Street with 5th Avenue. All work required by the LTCP must be completed in FY18. The total cost of all phases of the LTCP is expected to exceed \$66M. | \$ 8,316,331 | \$ 12,303,316 | \$ 14,949,226 | \$ 5,413,493 | \$ 4,078,668 | \$ 45,061,034 |
| 2  |              |               |               |              |              |               |
| 3  |              |               |               |              |              |               |
| 4 Non-LTCP Capital Improvements  |              |               |               |              |              |               |
| 5 Sanitary/Combined Sewers Under Street Program Projects   |              |               |               |              |              |               |
| 6 14th St, Watch Hill Road<br>GOB/SA carryover from FY10   | \$ 3,568     |               |               |              |              | \$ 3,568      |
| 7 14th, 15th Street south of Blackhawk Road<br>GOB/SA carryover from FY10  | \$ 8,010     |               |               |              |              | \$ 8,010      |
| 8 22 1/2 Avenue, 25th to 27th Street<br>GR/SA  | \$ 58,411    |               |               |              |              | \$ 58,411     |
| 9 23rd Avenue, 24th to 26th Street<br>GR/SA  | \$ 24,054    |               |               |              |              | \$ 24,054     |
| 10 30th Street, 31st Avenue to Blackhawk Road  | \$ 33,000    |               |               |              |              | \$ 33,000     |
| 11 23rd Avenue, 12th to 14th<br>GOB/SA   |              |               |               | \$ 76,000    |              | \$ 76,000     |
| 12 9th Avenue, 44 1/2 to 46th Street<br>GR/SA  |              |               |               |              | \$ 15,000    | \$ 15,000     |
| 13   |              |               |               |              |              |               |
| 14 Sanitary/Combined Sewers Under Street Program Project Total   | \$ 127,043   | \$ -          | \$ -          | \$ 76,000    | \$ 15,000    | \$ 218,043    |
| 15   |              |               |               |              |              |               |
| 16 Sanitary/Combined Sewer Projects  |              |               |               |              |              |               |
| 17   |              |               |               |              |              |               |
| 18 Collection System Reconst/Rehab Program<br>manhole reconstruction, pipe lining  | \$ 350,000   | \$ 350,000    | \$ 350,000    | \$ 350,000   | \$ 350,000   | \$ 1,750,000  |
| 19 11th Street Sanitary Sewer Replacement<br>47th to 48th Avenue   | \$ 175,000   |               |               |              |              | \$ 175,000    |
| 20 36th Avenue water and sewer replacement<br>12th to 14th Avenue  |              | \$ 175,000    |               |              |              | \$ 175,000    |
| 21 15th Street water and sewer replacement<br>6th to 7th Avenue  |              | \$ 134,500    |               |              |              | \$ 134,500    |
| 22 Alley between 31st & 32nd St Sanitary Sewer Replacement<br>12th to 15th Avenues   |              |               |               | \$ 388,500   |              | \$ 388,500    |
| 23   |              |               |               |              |              |               |
| 24 Sanitary/Combined Sewer Project Total   | \$ 525,000   | \$ 659,500    | \$ 350,000    | \$ 739,500   | \$ 350,000   | \$ 2,623,000  |
| 25 Total Non-LTCP Capital Improvements   | \$ 652,043   | \$ 659,500    | \$ 350,000    | \$ 814,500   | \$ 365,000   | \$ 2,841,043  |
| 26 Total Capital Improvements  | \$ 8,968,374 | \$ 12,962,816 | \$ 15,299,226 | \$ 6,227,993 | \$ 4,443,668 | \$ 47,902,077 |

Sewer Fund Projections

| FY Ending | Rate Change | Capital Improvements | Long Term Control Plan | Bonds <sup>(1)</sup> | Grants | Ending Cash on Hand |
|-----------|-------------|----------------------|------------------------|----------------------|--------|---------------------|
| 2011      | 10.0%       | \$ 652,043           | \$ 8,316,331           | \$ 5,000,000         | \$ -   | \$ 1,050,377        |
| 2012      | 10.0%       | \$ 659,500           | \$ 12,303,316          | \$ 11,000,000        | \$ -   | \$ 2,117,486        |
| 2013      | 2.5%        | \$ 350,000           | \$ 14,949,226          | \$ 12,000,000        | \$ -   | \$ 1,089,414        |
| 2014      | 2.5%        | \$ 814,500           | \$ 5,413,493           | \$ 4,000,000         | \$ -   | \$ 962,315          |
| 2015      | 2.5%        | \$ 365,000           | \$ 4,078,668           | \$ 4,000,000         | \$ -   | \$ 2,295,755        |
| 2016      | 2.5%        | \$ 1,000,000         | \$ 4,251,894           | \$ 3,000,000         | \$ -   | \$ 1,747,648        |
| 2017      | 2.5%        | \$ 1,100,000         | \$ 2,738,739           | \$ 3,000,000         | \$ -   | \$ 2,494,856        |
| 2018      | 2.5%        | \$ 1,200,000         | \$ 4,965,396           | \$ 3,000,000         | \$ -   | \$ 833,059          |
| 2019      | 2.5%        | \$ 1,300,000         | \$ -                   | \$ -                 | \$ -   | \$ 1,173,043        |
| 2020      | 2.5%        | \$ 1,400,000         | \$ -                   | \$ -                 | \$ -   | \$ 1,720,084        |
|           |             | \$ 8,841,043         | \$ 57,017,064          | \$ 45,000,000        | \$ -   | \$ -                |



(1) 20 years @ 4.10%

### Sewer Utility Projections

#### REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

|   | 1                   | 2                   | 3                   | 4                   | 5                   |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
|   | FY11                | FY12                | FY13                | FY14                | FY15                |
| <b>1 OPERATING REVENUES</b>                       |                     |                     |                     |                     |                     |
| 2 charges for service                             |                     |                     |                     |                     |                     |
| 3 sewer charges \$                                | 7,019,817           | 7,721,799           | 7,914,844           | 8,112,715           | 8,315,533           |
| 4 misc service charges \$                         | 350                 | 350                 | 350                 | 350                 | 350                 |
| 5 other   |                     |                     |                     |                     |                     |
| 6 facility rentals \$                             | 14,400              | 14,760              | 15,129              | 15,507              | 15,895              |
| 7 sewer lateral repair program \$                 | 130,000             | 135,000             | 140,000             | 145,000             | 150,000             |
| 8 misc non-operating revenue \$                   | 150                 | 150                 | 150                 | 150                 | 150                 |
| 9 Downtown TIF (1st Avenue Sewer debt service) \$ | 229,775             | 232,675             | 235,575             | 238,300             | 241,025             |
| 10 <b>total operating revenues \$</b>             | <b>7,394,492</b>    | <b>8,104,734</b>    | <b>8,306,048</b>    | <b>8,512,022</b>    | <b>8,722,953</b>    |
| 11  |                     |                     |                     |                     |                     |
| <b>12 OPERATING EXPENSES</b>                      |                     |                     |                     |                     |                     |
| 13 personnel \$                                   | 1,115,000           | 1,142,875           | 1,171,447           | 1,200,733           | 1,230,751           |
| 14 supplies \$                                    | 125,000             | 128,125             | 131,328             | 134,611             | 137,977             |
| 15 services \$                                    | 1,000,000           | 1,025,000           | 1,050,625           | 1,076,891           | 1,103,813           |
| 16 services (O&M for LTCP facilities) \$          | 11,286              | 11,569              | 11,859              | 12,156              | 12,443              |
| 17 other \$                                       | 70,000              | 71,750              | 73,544              | 75,382              | 77,267              |
| 18 rebates \$                                     | 500                 | 500                 | 500                 | 500                 | 500                 |
| 19 transfer to the General Fund \$                | 322,000             | 330,050             | 338,301             | 346,759             | 355,428             |
| 20 transfer for utility cut repairs \$            | 31,000              | 31,775              | 32,569              | 33,384              | 34,218              |
| 21 transfer for meter services \$                 | 165,000             | 169,125             | 173,353             | 177,687             | 182,129             |
| 22 transfer for GIS \$                            | 50,000              | 50,000              | 50,000              | 50,000              | 50,000              |
| 23 depreciation \$                                | 525,000             | 525,000             | 525,000             | 525,000             | 525,000             |
| 24 contingency \$                                 | 50,000              | 50,000              | 50,000              | 50,000              | 50,000              |
| 25  | -                   | -                   | -                   | -                   | -                   |
| 26 <b>total operating expenses \$</b>             | <b>3,464,786</b>    | <b>3,535,769</b>    | <b>3,608,526</b>    | <b>3,683,103</b>    | <b>3,929,255</b>    |
| 27  |                     |                     |                     |                     |                     |
| 28 <b>OPERATING INCOME (LOSS)</b>                 | <b>\$ 3,929,706</b> | <b>\$ 4,568,965</b> | <b>\$ 4,697,522</b> | <b>\$ 4,828,920</b> | <b>\$ 4,793,698</b> |
| 29  |                     |                     |                     |                     |                     |

## Sewer Utility Projections

|  | 1                   | 2                   | 3                     | 4                     | 5                     |
|--|---------------------|---------------------|-----------------------|-----------------------|-----------------------|
|  | FY11                | FY12                | FY13                  | FY14                  | FY15                  |
| <b>30 NONOPERATING REVENUES (EXPENSES)</b>   |                     |                     |                       |                       |                       |
| interest revenue (expenses) on investments   | \$ 21,186           | \$ 23,582           | \$ 23,873             | \$ 15,273             | \$ 24,254             |
| contributed capital/grants                   | \$ -                | \$ -                | \$ -                  | \$ -                  | \$ -                  |
| interest expenses for bonds                  | \$ (506,615)        | \$ (934,052)        | \$ (1,385,773)        | \$ (1,491,553)        | \$ (1,589,757)        |
| <b>total nonoperating revenue (expenses)</b> | <b>\$ (485,429)</b> | <b>\$ (910,470)</b> | <b>\$ (1,361,900)</b> | <b>\$ (1,476,280)</b> | <b>\$ (1,565,503)</b> |
| transfers in (out)                           | \$ -                | \$ -                | \$ -                  | \$ -                  | \$ -                  |
| <b>36 CHANGE IN NET ASSETS</b>               | <b>\$ 3,444,277</b> | <b>\$ 3,658,495</b> | <b>\$ 3,335,622</b>   | <b>\$ 3,352,640</b>   | <b>\$ 3,228,195</b>   |

### CASH FLOWS

|  |                       |                       |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>37 CASH FLOWS FROM OPERATING ACTIVITIES</b>         |                       |                       |                       |                       |                       |
| cash received from customers                           | \$ 7,019,817          | \$ 7,721,799          | \$ 7,914,844          | \$ 8,112,715          | \$ 8,315,533          |
| cash payments to suppliers for goods and services      | \$ (1,824,786)        | \$ (1,867,894)        | \$ (1,912,079)        | \$ (1,957,370)        | \$ (2,173,503)        |
| cash payments to employees for services                | \$ (1,115,000)        | \$ (1,142,875)        | \$ (1,171,447)        | \$ (1,200,733)        | \$ (1,230,751)        |
| other operating revenue                                | \$ 374,675            | \$ 382,935            | \$ 391,204            | \$ 399,307            | \$ 407,420            |
| <b>42 NET CASH PROVIDED (USED) FOR OPERATIONS</b>      | <b>\$ 4,454,706</b>   | <b>\$ 5,093,965</b>   | <b>\$ 5,222,522</b>   | <b>\$ 5,353,920</b>   | <b>\$ 5,318,698</b>   |
| <b>43 CASH FLOWS FROM CAPITAL FINANCING ACTIVITIES</b> |                       |                       |                       |                       |                       |
| capital improvements (LTCP)                            | \$ (8,316,331)        | \$ (12,303,316)       | \$ (14,949,226)       | \$ (5,413,493)        | \$ (4,078,668)        |
| capital improvements (other)                           | \$ (652,043)          | \$ (659,500)          | \$ (350,000)          | \$ (814,500)          | \$ (365,000)          |
| proceeds from GO Bond sale                             | \$ 5,000,000          | \$ 11,000,000         | \$ 12,000,000         | \$ 4,000,000          | \$ 4,000,000          |
| contributed capital                                    | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ -                  |
| payment of general obligations bonds                   | \$ (746,174)          | \$ (1,153,570)        | \$ (1,589,468)        | \$ (1,776,746)        | \$ (1,976,086)        |
| interest paid  | \$ (506,615)          | \$ (934,052)          | \$ (1,385,773)        | \$ (1,491,553)        | \$ (1,589,757)        |
| <b>51 NET CASH PROVIDED (USED) FOR CAPITAL</b>         | <b>\$ (5,221,163)</b> | <b>\$ (4,050,438)</b> | <b>\$ (6,274,466)</b> | <b>\$ (5,496,292)</b> | <b>\$ (4,009,512)</b> |
| <b>52 BEGINNING CASH</b>                               | <b>\$ 1,795,648</b>   | <b>\$ 1,050,377</b>   | <b>\$ 2,117,486</b>   | <b>\$ 1,089,414</b>   | <b>\$ 962,315</b>     |
| <b>53 NET CASH PROVIDED (USED) FOR OPERATIONS</b>      | <b>\$ 4,454,706</b>   | <b>\$ 5,093,965</b>   | <b>\$ 5,222,522</b>   | <b>\$ 5,353,920</b>   | <b>\$ 5,318,698</b>   |
| <b>54 NET CASH PROVIDED (USED) FOR CAPITAL</b>         | <b>\$ (5,221,163)</b> | <b>\$ (4,050,438)</b> | <b>\$ (6,274,466)</b> | <b>\$ (5,496,292)</b> | <b>\$ (4,009,512)</b> |
| <b>55 ENDING CASH SUBTOTAL</b>                         | <b>\$ 1,029,190</b>   | <b>\$ 2,093,904</b>   | <b>\$ 1,065,541</b>   | <b>\$ 947,041</b>     | <b>\$ 2,271,501</b>   |
| <b>56 INTEREST EARNED (PAID)</b>                       | <b>\$ 21,186</b>      | <b>\$ 23,582</b>      | <b>\$ 23,873</b>      | <b>\$ 15,273</b>      | <b>\$ 24,254</b>      |
| <b>57 ENDING CASH</b>                                  | <b>\$ 1,050,377</b>   | <b>\$ 2,117,486</b>   | <b>\$ 1,089,414</b>   | <b>\$ 962,315</b>     | <b>\$ 2,295,755</b>   |
| <b>58 NET CHANGE IN CASH</b>                           | <b>\$ (745,271)</b>   | <b>\$ 1,067,110</b>   | <b>\$ (1,028,072)</b> | <b>\$ (127,099)</b>   | <b>\$ 1,333,440</b>   |

## Stormwater Utility Projects

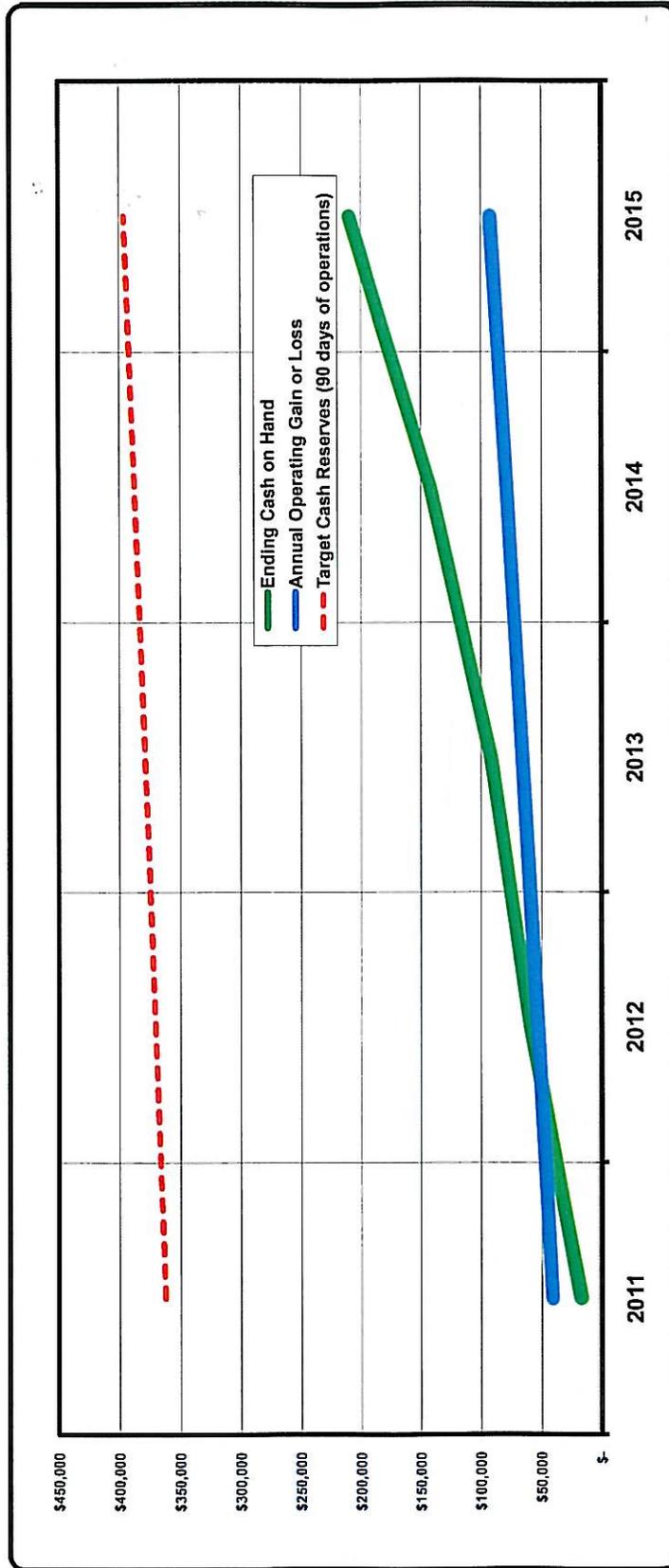
1 Outfall Reconstruction and Pipeline Lining Contract

|    | FY11    | FY12       | FY13       | FY14       | FY15       | Total      |
|----|---------|------------|------------|------------|------------|------------|
| \$ | 100,000 | \$ 125,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 675,000 |
| \$ | 100,000 | \$ 125,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 675,000 |
|    |         |            |            |            |            | \$ -       |

2

Stormwater Utility Summary

|                           | 1          | 2          | 3          | 4          | 5          |
|---------------------------|------------|------------|------------|------------|------------|
| FY Ending March 31,       | 2011       | 2012       | 2013       | 2014       | 2015       |
| Rate Change Assumptions   | 3.0%       | 3.0%       | 3.0%       | 3.0%       | 3.0%       |
| Year Ending Cash on Hand  | \$ 17,046  | \$ 58,828  | \$ 91,846  | \$ 141,817 | \$ 209,744 |
| Capital Improvements (\$) | \$ 100,000 | \$ 125,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 |



Stormwater Fund Projections

|  | 1            | 2            | 3            | 4            | 5            |
|--|--------------|--------------|--------------|--------------|--------------|
|  | FY11         | FY12         | FY13         | FY14         | FY15         |
| <b>REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS</b> |              |              |              |              |              |
| 1 OPERATING REVENUES                                     |              |              |              |              |              |
| 2 charges for service                                    |              |              |              |              |              |
| 3 utility penalties                                      | \$ 16,480    | \$ 16,974    | \$ 17,484    | \$ 18,008    | \$ 18,548    |
| 4 stormwater charges                                     | \$ 1,599,146 | \$ 1,647,120 | \$ 1,696,534 | \$ 1,747,430 | \$ 1,799,853 |
| 5 miscellaneous  | \$ 600       | \$ 600       | \$ 600       | \$ 600       | \$ 600       |
| 6 other  | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |
| 7  | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |
| 8  | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |
| 9 total operating revenues                               | \$ 1,616,226 | \$ 1,664,695 | \$ 1,714,618 | \$ 1,766,038 | \$ 1,819,001 |
| 10   |              |              |              |              |              |
| 11 OPERATING EXPENSES                                    |              |              |              |              |              |
| 12 personnel   | \$ 600,000   | \$ 615,000   | \$ 630,375   | \$ 646,134   | \$ 662,288   |
| 13 supplies  | \$ 27,000    | \$ 27,675    | \$ 28,367    | \$ 29,076    | \$ 29,803    |
| 14 services (current level)                              | \$ 305,000   | \$ 312,625   | \$ 320,441   | \$ 328,452   | \$ 336,663   |
| 15 enhanced catchbasin repair program                    | \$ 25,000    | \$ 25,625    | \$ 26,266    | \$ 26,922    | \$ 27,595    |
| 16 other   | \$ 1,600     | \$ 1,640     | \$ 1,681     | \$ 1,723     | \$ 1,766     |
| 17 program costs (Rain Gardens, RIDAP)                   | \$ 75,000    | \$ 75,000    | \$ 75,000    | \$ 75,000    | \$ 75,000    |
| 18 discount for services                                 | \$ 78,000    | \$ 79,950    | \$ 81,949    | \$ 83,997    | \$ 86,097    |
| 19 transfer to General Fund (cost allocation)            | \$ 220,000   | \$ 225,500   | \$ 231,138   | \$ 236,916   | \$ 242,839   |
| 20 transfer to General Fund (utility cuts, sod)          | \$ 18,000    | \$ 18,450    | \$ 18,911    | \$ 19,384    | \$ 19,869    |
| 21 transfer to Engineering (GIS)                         | \$ 49,000    | \$ 50,225    | \$ 51,481    | \$ 52,768    | \$ 54,087    |
| 22 depreciation  | \$ 127,000   | \$ 130,175   | \$ 133,429   | \$ 136,765   | \$ 140,184   |
| 23 contingency   | \$ 50,000    | \$ 50,000    | \$ 50,000    | \$ 50,000    | \$ 50,000    |
| 24 total operating expenses                              | \$ 1,575,600 | \$ 1,611,865 | \$ 1,649,037 | \$ 1,687,138 | \$ 1,726,191 |
| 25   |              |              |              |              |              |
| 26 OPERATING INCOME (LOSS)                               | \$ 40,626    | \$ 52,830    | \$ 65,581    | \$ 78,901    | \$ 92,810    |
| 27   |              |              |              |              |              |
| 28 NONOPERATING REVENUES (EXPENSES)                      |              |              |              |              |              |
| 29 interest revenue (expenses) on investments            | \$ (167)     | \$ 751       | \$ 1,492     | \$ 2,314     | \$ 3,481     |
| 30 contributed capital                                   | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |
| 31 interest expenses for bonds                           | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |
| 32 total nonoperating revenue (expenses)                 | \$ (167)     | \$ 751       | \$ 1,492     | \$ 2,314     | \$ 3,481     |
| 33   |              |              |              |              |              |
| 34 CHANGE IN NET ASSETS                                  | \$ 40,459    | \$ 53,581    | \$ 67,073    | \$ 81,214    | \$ 96,291    |





ROCK ISLAND  
ILLINOIS

## CAPITAL IMPROVEMENT IMPACT

A direct relationship exists between the City of Rock Island's operating budget and the adopted Capital Improvement Plan. As a result, operating cost estimates should reflect the anticipated annual costs to operate facilities and improvements upon completion or acquisition. The following is a review of those FY2011 projects identified in the preceding Capital Improvement Plan that meet the definition of a capital expenditure along with an explanation of their potential impact on the operating budget. Those expenditures in the Capital Improvement Plan that are maintenance related are not included in this review.

### STREET AND MISCELLANEOUS CAPITAL IMPROVEMENTS

|  |                      |
|--|----------------------|
| Project Name:<br>30 <sup>th</sup> Street Resurfacing, 31 <sup>st</sup> Avenue to Blackhawk Road (\$877,027)  | Project #:<br>762592 |
| Project Description:<br>Severely deteriorated sections of paving are to be replaced and new asphalt driving surface will be added.   |                      |
| Project Impact:<br>Street reconstruction is based on a rating system that determines the order in which streets are replaced. As maintenance costs accelerate with age, completion of this project will prevent a rise in future maintenance expenditures. Additionally, as 30 <sup>th</sup> Street is a main traffic artery, improved traffic flow should result from this project. |                      |

|  |                      |
|--|----------------------|
| Project Name:<br>16 <sup>th</sup> Avenue, 22 <sup>nd</sup> – 24 <sup>th</sup> Street Reconstruction (\$375,000)  | Project #:<br>762645 |
| Project Description:<br>The existing pavement will be replaced.  |                      |
| Project Impact:<br>Street reconstruction is based on a rating system that determines the order in which streets are replaced. As maintenance costs accelerate with age, completion of this project will prevent a rise in future maintenance expenditures. |                      |

|   |                      |
|---|----------------------|
| Project Name:<br>26 <sup>th</sup> Avenue, 32 <sup>nd</sup> – 34 <sup>th</sup> Street Reconstruction (\$539,000)   | Project #:<br>762443 |
| Project Description:<br>The existing pavement will be removed and replaced. The storm sewer system will be evaluated and upgraded if needed.  |                      |
| Project Impact:<br>Street reconstruction is based on a rating system that determines the order in which streets are replaced. As maintenance costs accelerate with age, completion of this project will prevent a rise in future maintenance expenditures. Additionally, completing sewer system upgrades at the same time as street replacement avoids open excavation and the resulting street restoration costs. |                      |

|   |                      |
|---|----------------------|
| Project Name:<br>34 <sup>th</sup> Avenue Court / East of 12 <sup>th</sup> Street Reconstruction (\$325,000)   | Project #:<br>762509 |
| Project Description:<br>The existing pavement and curb will be replaced and the storm sewer system will be evaluated and upgraded as necessary.   |                      |
| Project Impact:<br>Street reconstruction is based on a rating system that determines the order in which streets are replaced. As maintenance costs accelerate with age, completion of this project will prevent a rise in future maintenance expenditures. Additionally, completing sewer system upgrades at the same time as street replacement avoids open excavation and the resulting street restoration costs. |                      |

|  |                                |
|--|--------------------------------|
| Project Name:<br>Information System Improvements (\$340,150)   | Project #:<br>261011<br>261013 |
| Project Description:<br>1. Network Equipment Replacement (\$140,000)<br>Replacement of specified computer equipment based on each items useful life.<br>2. VOIP - Voice Over Internet Protocol (\$175,000)<br>Replacement of the telephone system used by all departments in the city.<br>3. E-Billing Software (\$25,150)<br>Purchase and installation of software to allow for the city to electronically notify customers of their utility bills. This software will be used for all types of billing, such as water, sewer, marina, and rental license.  |                                |
| Project Impact:<br>1. Network Equipment Replacement - As repair expenses accelerate as equipment ages, periodic equipment replacement assists in keeping maintenance costs level from year to year.<br>2. VOIP - Voice Over Internet Protocol - Upon installation it is estimated that that the ongoing operating expenses for the city from the telephone company will be reduced approximately \$63,000.00 per year. As the installation will not be completed until later in this budget year, budgeted telephone service expenditures were only reduced by \$31,740 in FY 2011.<br>3. E-Billing Software - Use of this software has the potential to save paper, printing, and postage costs though specific cost savings have yet to be determined as it will be contingent on customer participation. One additional benefit will be the ability to broaden the city's contact with its citizens through electronic media as additional e-mail addresses will be collected as part of the process. |                                |

|   |                      |
|---|----------------------|
| Project Name:<br>14 <sup>th</sup> Street, 40 <sup>th</sup> Avenue, Watch Hill Road (\$1,212,000)  | Project #:<br>762589 |
| Project Description:<br>The existing pavement and curb will be replaced and the storm sewer system will be evaluated and upgraded as necessary.   |                      |
| Project Impact:<br>Street reconstruction is based on a rating system that determines the order in which streets are replaced. As maintenance costs accelerate with age, completion of this project will prevent a rise in future maintenance expenditures. Additionally, completing sewer system upgrades at the same time as street replacement avoids open excavation and the resulting street restoration costs. |                      |

|   |                      |
|---|----------------------|
| Project Name:<br>23 <sup>rd</sup> Avenue, 24 <sup>th</sup> – 26 <sup>th</sup> Street Reconstruction (\$375,000)   | Project #:<br>762612 |
| Project Description:<br>The existing pavement and curb will be replaced and the storm sewer system will be evaluated and upgraded as necessary.   |                      |
| Project Impact:<br>Street reconstruction is based on a rating system that determines the order in which streets are replaced. As maintenance costs accelerate with age, completion of this project will prevent a rise in future maintenance expenditures. Additionally, completing sewer system upgrades at the same time as street replacement avoids open excavation and the resulting street restoration costs. |                      |

|   |                      |
|---|----------------------|
| Project Name:<br>22 <sup>nd</sup> 1/2 Avenue, 25 <sup>th</sup> – 27 <sup>th</sup> Street Reconstruction (\$197,320)   | Project #:<br>762613 |
| Project Description:<br>The existing pavement and curb will be replaced and the storm sewer system will be evaluated and upgraded as necessary.   |                      |
| Project Impact:<br>Street reconstruction is based on a rating system that determines the order in which streets are replaced. As maintenance costs accelerate with age, completion of this project will prevent a rise in future maintenance expenditures. Additionally, completing sewer system upgrades at the same time as street replacement avoids open excavation and the resulting street restoration costs. |                      |

|   |                      |
|---|----------------------|
| Project Name:<br>14 <sup>th</sup> & 15 <sup>th</sup> Street, Blackhawk Road – 48 <sup>th</sup> Avenue Reconstruction (\$425,000)  | Project #:<br>762475 |
| Project Description:<br>The existing pavement and curb will be replaced and the storm sewer system will be evaluated and upgraded as necessary.   |                      |
| Project Impact:<br>Street reconstruction is based on a rating system that determines the order in which streets are replaced. As maintenance costs accelerate with age, completion of this project will prevent a rise in future maintenance expenditures. Additionally, completing sewer system upgrades at the same time as street replacement avoids open excavation and the resulting street restoration costs. |                      |

## WATER UTILITY PROJECTS

|   |                      |
|---|----------------------|
| Project Name:<br>14th St. Water Tower Replacement (\$600,000)   | Project #:<br>762630 |
| Project Description:<br>Inspection in 2007 determined that this water tower has exceeded its useful life and replacement has been budgeted.                                 |                      |
| Project Impact:<br>No additional operating costs are anticipated as a result of this project nor will there be a reduction in operating expenditures or increased revenues. |                      |

**SEWER UTILITY PROJECTS**

|  |                      |
|--|----------------------|
| Project Name:<br>LTCP - Wet Weather Treatment (\$8,316,331)  | Project #:<br>762624 |
| Project Description:<br>The design of the Mill Street Sewage Treatment Plant improvements will be completed this budget year with construction to follow.  |                      |
| Project Impact:<br>These improvements will expand the treatment plant's wet weather treatment capacity in accordance with Federal regulations, thus avoiding any punitive action, and will reduce raw sewage overflow into the Mississippi River thereby improving the environment. No additional operating costs are anticipated as a result of this project nor will there be a reduction in operating expenditures or increased revenues. |                      |

|  |                      |
|--|----------------------|
| Project Name:<br>Outfall Reconstruction and Pipeline Lining Contract (\$350,000)   | Project #:<br>762571 |
| Project Description:<br>Rehabilitation of approximately 9,000 feet of 8" diameter sewer pipe with specific locations determined by sewer maintenance and televising records. |                      |
| Project Impact:<br>Pipe lining avoids costs related to open excavation and the resulting street restoration along with reduced inconvenience for sewer customers.            |                      |

|  |                      |
|--|----------------------|
| Project Name:<br>11 <sup>th</sup> Street Sanitary Sewer Replacement, 47 <sup>th</sup> to 48 <sup>th</sup> Avenue (\$175,000)   | Project #:<br>762635 |
| Project Description:<br>Replacement of main sanitary sewer line.   |                      |
| Project Impact:<br>Sanitary sewer replacement is based on sewer maintenance and televising records. As maintenance costs accelerate with age, completion of this project will prevent a rise in future maintenance expenditures. |                      |

**STORMWATER UTILITY PROJECTS**

|  |                      |
|--|----------------------|
| Project Name:<br>Outfall Reconstruction and Pipeline Lining Contract (\$100,000)   | Project #:<br>762650 |
| Project Description:<br>Rehabilitation of stormwater pipe with specific locations determined by stormwater maintenance and televising records.                                 |                      |
| Project Impact:<br>Pipe lining avoids costs related to open excavation and the resulting street restoration along with reduced inconvenience for stormwater utility customers. |                      |

**Capital**

**Table 1**

| Fund | Dept Center | Cost Center | Object | Project/Program | Grant | Description  | Budget Amount |
|------|-------------|-------------|--------|-----------------|-------|--|---------------|
| 101  | 4143        | 227         | 564100 | 431006          | 11124 | Automated Fingerprint Identification System          | 42,000        |
| 101  | 4144        | 223         | 564100 | 445001          | 11124 | Firearms Training system                             | 108,000       |
| 202  | 3132        | 801         | 563200 | 762542          |       | 24th St. & 1st Ave. Gateway                          | 158,000       |
| 202  | 3132        | 801         | 563400 | 332015          |       | Blackhawk Mural Lighting                             | 40,000        |
| 202  | 3132        | 801         | 565100 | 762601          |       | Entryway Signs                                       | 3,750         |
| 202  | 3132        | 801         | 565100 | 762601          |       | Entryway Signs                                       | 3,750         |
| 207  | 3132        | 801         | 562300 | 321001          |       | Historic Preservation                                | 15,000        |
| 207  | 3132        | 801         | 565100 | 321001          |       |  | 5,000         |
| 207  | 3132        | 801         | 563200 | 321015          |       | Ridgewood Road Wetlands                              | 150,000       |
| 207  | 3132        | 801         | 565100 | 321015          |       |  | 20,000        |
| 207  | 3132        | 801         | 565100 | 321015          | 11117 |  | 40,000        |
| 207  | 3132        | 801         | 563200 | 762568          |       | Children's Garder                                    | 210,000       |
| 207  | 3132        | 801         | 565100 | 762568          | 11121 |  | 500,000       |
| 207  | 3132        | 801         | 563200 | 762601          | 11121 | Entryway Signs                                       | 250,000       |
| 207  | 3132        | 801         | 563500 | 321044          |       | Schwiebert Riverfront Park                           | 750,000       |
| 207  | 3132        | 801         | 563500 | 321044          | 10119 |  | 106,057       |
| 212  | 3536        | 941         | 562200 | 762597          |       | MLK Center building expansion                        | 509,600       |
| 212  | 536         | 941         | 565110 | 762597          |       |  | 1,450,600     |
| 212  | 536         | 941         | 565110 | 762597          | 11126 |  | 1,960,200     |
| 301  | 2526        | 081         | 564200 | 261011          |       | Voice Over Internet (VOIP)                           | 2,500,000     |
| 301  | 2526        | 081         | 564410 | 261010          |       | Financial Software Upgrade                           | 122,078       |
| 301  | 2526        | 081         | 564410 | 261012          |       | Physical Security System                             | 65,550        |
| 301  | 2526        | 081         | 564410 | 261013          |       | E-Billing Software                                   | 340,150       |
| 301  | 6166        | 311         | 563100 | 761661          |       | Rock River Bridge Study                              | 85,000        |
| 301  | 6166        | 315         | 563100 | 762645          |       | 16 Avenue, 22-24 Street reconstruction               | 12,125        |
| 301  | 6166        | 315         | 563900 | 762608          |       | Crosstown Bike Path                                  | 25,150        |
| 301  | 6166        | 315         | 565100 | 762608          |       |  | 12,075        |
| 301  | 6166        | 316         | 563100 | 762509          |       | 34 Avenue Court / East 12th Street Reconstruction    | 331,507       |
| 301  | 6166        | 316         | 565100 | 762509          |       |  | 274,931       |
| 301  | 6166        | 316         | 563100 | 762509          |       | 11 Avenue Reconstruction, 36-38 Street               | 25,000        |
| 301  | 6166        | 316         | 565100 | 762549          |       |  | 382,548       |
| 301  | 6166        | 316         | 563100 | 762475          |       | 14 Street Reconstruction, Blackhawk Road – 48 Avenue | 50,452        |
| 301  | 6166        | 316         | 565100 | 762475          |       |  | 310,000       |
| 301  | 6171        | 372         | 563400 | 762636          |       | 11 Street, 23-35 Avenue Light Wiring                 | 500           |
| 301  | 6171        | 372         | 565100 | 762636          |       |  | 377,158       |
| 301  | 6171        | 372         | 565100 | 762636          |       |  | 64,369        |
| 301  | 6171        | 372         | 565100 | 762636          |       |  | 122,235       |
| 301  | 6171        | 372         | 565100 | 762636          |       |  | 11,000        |
| 301  | 6171        | 372         | 565100 | 762636          |       |  | 133,235       |

**Capital**

**Table 1**

| Fund | Dept Center | Cost   | Object | Project/Program | Grant | Description  | Budget Amount |
|------|-------------|--------|--------|-----------------|-------|--|---------------|
| 301  | 8292 601    | 562100 | 321028 |                 |       | Schwibbert Riverfront Park                           | 4,041,338     |
| 501  | 6168 352    | 564410 | 680001 |                 |       | SCADA System Upgrade                                 | 30,000        |
| 501  | 6169 356    | 563600 | 762443 |                 |       | 26 Avenue, 32-34 Street Resurfacing                  | 83,692        |
| 501  | 6169 356    | 565100 | 762443 |                 |       |  | 11,308        |
| 501  | 6169 356    | 563600 | 762475 |                 |       | 14 Street Reconstruction, Blackhawk Road – 48 Avenue | 137,385       |
| 501  | 6169 356    | 565100 | 762475 |                 |       |  | 15,944        |
| 501  | 6169 356    | 563600 | 762509 |                 |       | 34 Avenue Court / East 12th Street Reconstruction    | 71,301        |
| 501  | 6169 356    | 565100 | 762509 |                 |       |  | 8,699         |
| 501  | 6169 356    | 563600 | 762569 |                 |       | 24 Street Resurfacing, 18-31 Avenue                  | 137,857       |
| 501  | 6169 356    | 563600 | 762589 |                 |       | 14 Street, 32-42 Avenue, Watch Hill                  | 19,096        |
| 501  | 6169 356    | 565100 | 762589 |                 |       |  | 156,953       |
| 501  | 6169 356    | 563600 | 762592 |                 |       | 30 Street Resurfacing, 31 Avenue                     | 11,000        |
| 501  | 6169 356    | 563600 | 762612 |                 |       | 23 Avenue, 24-26 Street                              | 137,796       |
| 501  | 6169 356    | 565100 | 762612 |                 |       |  | 18,687        |
| 501  | 6169 356    | 563600 | 762613 |                 |       | 22 1/2 Avenue, 25-27 Street                          | 122,461       |
| 501  | 6169 356    | 565100 | 762613 |                 |       |  | 16,448        |
| 501  | 6169 356    | 563600 | 762630 |                 |       | 14 Street Water Tower Replacements                   | 525,000       |
| 501  | 6169 356    | 565100 | 762630 |                 |       |  | 75,000        |
|      |             |        |        |                 |       |  | 600,000       |
|      |             |        |        |                 |       |  | 1,754,687     |
| 506  | 6168 341    | 562100 | 762655 |                 |       | City Garage  | 2,597,400     |
| 506  | 6168 341    | 565100 | 762655 |                 |       |  | 402,600       |
| 506  | 6168 341    | 563700 | 762624 |                 |       | Long Term Control Plan – Wet Weather Treatment       | 4,602,600     |
| 506  | 6169 341    | 565100 | 762624 |                 |       |  | 713,731       |
| 506  | 6169 346    | 563700 | 762475 |                 |       | 14 Street Reconstruction, Blackhawk Road – 48 Avenue | 5,316,331     |
| 506  | 6169 346    | 563700 | 762569 |                 |       | 24 Street Resurfacing, 18-31 Avenue                  | 8,010         |
| 506  | 6169 346    | 563700 | 762571 |                 |       | 2007 Sanitary Sewer Lining                           | 14,555        |
| 506  | 6169 346    | 565100 | 762571 |                 |       |  | 363,554       |
| 506  | 6169 346    | 563700 | 762589 |                 |       | 14 Street, 32-42 Avenue, Watch Hill                  | 24,746        |
| 506  | 6169 346    | 563700 | 762592 |                 |       | 30 Street Resurfacing, 31 Avenue                     | 28,651        |
| 506  | 6169 346    | 565100 | 762592 |                 |       |  | 4,349         |
| 506  | 6169 346    | 563700 | 762612 |                 |       | 23 Avenue, 24-26 Street                              | 20,528        |
| 506  | 6169 346    | 565100 | 762612 |                 |       |  | 3,526         |
| 506  | 6169 346    | 563700 | 762613 |                 |       | 22 1/2 Avenue, 25-27 Street                          | 51,095        |
| 506  | 6169 346    | 565100 | 762613 |                 |       |  | 7,316         |
| 506  | 6169 346    | 563700 | 762635 |                 |       | 11 Street Entry Sewer Replacement, 47-48 Avenue      | 153,254       |
| 506  | 6169 346    | 565100 | 762635 |                 |       |  | 21,746        |
|      |             |        |        |                 |       |  | 175,000       |
|      |             |        |        |                 |       |  | 9,021,229     |
| 507  | 6169 348    | 563700 | 762650 |                 |       | Storm Water Outfall Pile Lining                      | 85,000        |
| 507  | 6169 348    | 565100 | 762650 |                 |       |  | 15,000        |
|      |             |        |        |                 |       |  | 100,000       |

**Capital**

**Table 1**

| Fund | Dept Center | Cost Center | Object | Project/Program | Grant | Description                            | Budget Amount            |
|------|-------------|-------------|--------|-----------------|-------|--|--------------------------|
| 541  | 6171        | 592         | 564700 | 762649          |       | Marina Fuel Dispenser Replacemer       | 10,000                   |
| 555  | 8292        | 601         | 563100 | 923011          | 10118 | Construction of Old Chicago Part       | 535,000                  |
| 555  | 8292        | 601         | 563900 | 923008          |       | Rock River Bridge Bicycle Pat          | 232,000                  |
| 555  | 8292        | 601         | 565110 | 922206          | 10118 | Design for Old Chicago Part            | 65,000                   |
| 555  | 8697        | 561         | 562100 | 971001          |       |  | <u>1,100,000</u>         |
| 601  | 6171        | 365         | 564500 |                 |       | 4 – Side Loader Packers (Public Works) | 882,000                  |
|      |             |             |        |                 |       | 1 – Three Wheel Sweeper (Public Works) | 152,250                  |
|      |             |             |        |                 |       | 20 – Patrol Cars (Police)              | 436,800                  |
|      |             |             |        |                 |       | 1 – Full Size SUV (Police K-9)         | 63,000                   |
|      |             |             |        |                 |       | 1 – Large Lawn Tractor (Public Works)  | 21,000                   |
|      |             |             |        |                 |       | 1 – ZT Lawn Tractor (Public Works)     | 7,350                    |
|      |             |             |        |                 |       | 1 – Full Size Pickup (Public Works)    | 19,845                   |
|      |             |             |        |                 |       | 1 – Full Size Pickup (Parks)           | 18,000                   |
|      |             |             |        |                 |       | 2 – Mini Pickup (Public Works)         | 27,784                   |
|      |             |             |        |                 |       | 1 – Mini Pickup 4X4 (Public Works)     | 19,294                   |
|      |             |             |        |                 |       | 1 – Light Tower (Public Works)         | 20,000                   |
|      |             |             |        |                 |       | Equipment Salvage                      | <u>-115,997</u>          |
| 606  | 6176        | 091         | 564200 | 762637          |       | GPS Base Station                       | 21,100                   |
| 901  | 3536        | 941         | 562300 | 0               | 10006 |  | 150,000                  |
|      |             |             |        |                 |       |  | <u><u>27,095,265</u></u> |

**Infrastructure Maintenance Projects**

**Table 2**

| Fund | Dept | Cost Center | Object | Project/<br>Program | Grant | Description  | Budget<br>Amount |
|------|------|-------------|--------|---------------------|-------|--|------------------|
| 101  | 6171 | 111         | 538601 | 761718              |       | Remodel Police Locker Room                         | 229,302          |
| 202  | 3132 | 801         | 538604 | 762651              |       | Parking Lot "F" Resurfacing                        | 103,000          |
| 207  | 3132 | 118         | 538601 | 321042              |       | Replace Roof at Centennial Bridge Visitor's Center | 28,000           |
| 221  | 6166 | 311         | 538602 | 762077              |       | Blackhawk Road Widening, 24-34 Street              | 61,000           |
| 221  | 6166 | 311         | 538602 | 762569              |       | 24 Street Resurfacing, 18-31 Avenue                | 54,869           |
| 301  | 6162 | 381         | 538604 | 762603              |       | Parking Ramp Repairs                               | 105,000          |
| 301  | 6166 | 311         | 538602 | 762592              |       | 30 Street Resurfacing, 31 Avenue                   | 357,700          |
| 301  | 6166 | 311         | 538602 | 762592              | 11118 |  | 877,027          |
| 301  | 6166 | 311         | 538602 | 762641              |       | Turkey Hollow Road Resurfacing                     | 181,473          |
| 301  | 6166 | 311         | 538602 | 762641              | 11119 |  | 877,000          |
| 301  | 6166 | 311         | 538602 | 762646              | 11120 | Rock Island Parkway Resurfacing – Phase 1          | 439,110          |
| 301  | 6166 | 315         | 538602 | 762142              |       | 50/50 Sidewalk/Curb/Tree Program                   | 54,555           |
| 301  | 6166 | 316         | 538602 | 762443              |       | 26 Avenue, 32-34 Street Resurfacing                | 474,631          |
| 301  | 6166 | 316         | 538602 | 762589              |       | 14 Street, 32-42 Avenue, Watch Hill                | 1,071,083        |
| 301  | 6166 | 316         | 538602 | 762612              |       | 23 Avenue, 24-26 Street                            | 331,507          |
| 301  | 6166 | 316         | 538602 | 762613              |       | 22 ½ Avenue, 25-27 Street                          | 234,685          |
| 301  | 6171 | 111         | 538601 | 762576              |       | City Hall Window Replacement                       | 61,200           |
|      |      |             |        |                     |       |  | <u>5,541,142</u> |

**Economic Development Projects**

**Table 3**

| Fund Dept | Center | Object | Project/<br>Program | Grant | Description                             | Budget<br>Amount        |
|-----------|--------|--------|---------------------|-------|---|-------------------------|
| 202       | 3132   | 801    | 551130              |       | Façade Improvement Rebate Program       | 150,000                 |
| 202       | 3132   | 801    | 551310              |       | Renaissance Gold Loft housing           | 45,000                  |
| 202       | 3132   | 801    | 552181              |       | TIF Loft Housing Program                | 280,000                 |
| 202       | 3132   | 801    | 553230              |       | Public Art Program                      | 35,000                  |
|           |        |        |                     |       | Rocket Theatre                          | 200,000                 |
|           |        |        |                     |       | Old Lincoln School                      | 250,000                 |
|           |        |        |                     |       | Improvements-Maintenance / DeSoto       | 20,000                  |
|           |        |        |                     |       | Jackson Square                          | 500,000                 |
|           |        |        |                     |       | Carryover                               | 300,000                 |
|           |        |        |                     |       |   | <u>1,305,000</u>        |
|           |        |        |                     |       |   | 1,780,000               |
| 204       | 3132   | 801    | 551130              |       | 11th St. Façade Improvement Program     | 50,000                  |
| 204       | 3132   | 801    | 551300              |       | Purchase of property for resale         | 90,000                  |
| 204       | 3132   | 801    | 551310              |       | Rebates - Cotton Mill                   | 25,787                  |
| 204       | 3132   | 801    | 553110              |       | Purchase of Tax Auction Properties      | <u>3,000</u>            |
|           |        |        |                     |       |   | 168,787                 |
| 205       | 3132   | 801    | 551130              |       | Undesignated facade projects            | 75,000                  |
| 205       | 3132   | 801    | 551310              |       | Douglas Park Place property tax rebate  | 34,200                  |
| 205       | 3132   | 801    | 553110              |       | Purchase of tax auction properties      | 7,000                   |
|           |        |        |                     |       | New Old Chicago property purchases      | 100,000                 |
|           |        |        |                     |       |   | <u>107,000</u>          |
|           |        |        |                     |       |   | 216,200                 |
| 206       | 3132   | 801    | 551310              |       | Jumer's Casino Rock Island – tax rebate | 1,523,014               |
| 207       | 3132   | 801    | 551130              |       | Façade Improvement Program              | 150,000                 |
| 207       | 3132   | 801    | 551300              |       | Retail Recruitment                      | 34,730                  |
|           |        |        |                     |       | Habitat permits                         | <u>1,500</u>            |
|           |        |        |                     |       |   | 36,230                  |
| 207       | 3132   | 801    | 762363              |       | Special Economic Development Projects   | 100,000                 |
| 207       | 3132   | 801    | 551300              |       | Hy-Vee Rebate                           | 96,000                  |
|           |        |        |                     |       | Lawson/Valdom                           | 7,000                   |
|           |        |        |                     |       | Residential Rebates                     | 125,000                 |
|           |        |        |                     |       | TESBO rebate                            | <u>42,500</u>           |
|           |        |        |                     |       | Interstate Railway Easement             | 6,500                   |
|           |        |        |                     |       | Purchase of Tax Auction Properties      | 270,500                 |
| 207       | 3132   | 801    | 553110              |       |   | <u>6,000</u>            |
|           |        |        |                     |       |   | 12,500                  |
|           |        |        |                     |       |   | <u>569,230</u>          |
|           |        |        |                     |       |   | <u><u>4,257,231</u></u> |

**Allocation of Gaming and General Fund Carryover Funds  
FY 2011 Budget**

**Table 4**

|   | Request        | Gaming Funds   | General Fund Carryover | Total          | Expenditure Account #      | Transfer-out Account # | Transfer-in Account # |
|---|----------------|----------------|------------------------|----------------|----------------------------|------------------------|-----------------------|
|   |                | 5,000,000      | 0                      | 5,000,000      |                            |                        |                       |
|   |                | 5,000,000      | 0                      | 5,000,000      |                            |                        |                       |
|   |                | 0              | 0                      | 0              |                            |                        |                       |
| Legislative consultant                      | 110,000        | 110,000        | 0                      | 110,000        | 101-1212-041-531700        | 223-1212-041-581101    | 101-0-0-496223        |
| <b>General Administration</b>               | <b>110,000</b> | <b>110,000</b> | <b>0</b>               | <b>110,000</b> |                            |                        |                       |
| Social Services Organizations Allocation    | 50,000         | 50,000         | 0                      | 50,000         | 101-3133-851-551400        | 223-3133-851-581101    | 101-0-0-496223        |
| District Events Management                  | 20,000         | 20,000         | 0                      | 20,000         | 207-3132-801-541100        | 223-3132-801-581207    | 207-0-0-496223        |
| Economic Development Rebate Program         | 225,000        | 225,000        | 0                      | 225,000        | 207-3132-801-551310        | 223-3132-801-581207    | 207-0-0-496223        |
| Façade Improvement Program                  | 150,000        | 150,000        | 0                      | 150,000        | 207-3132-801-551130        | 223-3132-801-581207    | 207-0-0-496223        |
| Community Marketing                         | 120,000        | 120,000        | 0                      | 120,000        | 207-3132-801-541100-321010 | 223-3132-801-581207    | 207-0-0-496223        |
| DARI  | 40,000         | 40,000         | 0                      | 40,000         | 207-3132-801-541100        | 223-3132-801-581207    | 207-0-0-496223        |
| <b>Community &amp; Economic Development</b> | <b>605,000</b> | <b>605,000</b> | <b>0</b>               | <b>605,000</b> |                            |                        |                       |
| Financial Software Debt Service (85,000)    | 85,000         | 85,000         | 0                      | 85,000         | 405-2526-081-571100        | 223-2526-081-581405    | 405-0-0-496223        |
| Financial Software Debt Service (12,600)    | 12,600         | 12,600         | 0                      | 12,600         | 405-2526-081-572100        | 223-2526-081-581405    | 405-0-0-496223        |
| <b>Finance</b>                              | <b>97,600</b>  | <b>97,600</b>  | <b>0</b>               | <b>97,600</b>  |                            |                        |                       |
| Central Fire Station Basement Repair        | 93,950         | 93,950         | 0                      | 93,950         | 101-4551-291-538550        | 223-4551-291-581101    | 101-0-0-496223        |
| <b>Fire</b>                                 | <b>93,950</b>  | <b>93,950</b>  | <b>0</b>               | <b>93,950</b>  |                            |                        |                       |
| Computer Network Equipment Replacement      | 140,000        | 140,000        | 0                      | 140,000        | 101-2526-081-524410        | 223-2526-081-581101    | 101-0-0-496223        |
| Voice over IP - VOIP                        | 175,000        | 175,000        | 0                      | 175,000        | 301-2526-081-564200-261011 | 223-2526-081-581301    | 301-0-0-496223        |
| Physical Security System / Finance & IT     | 12,125         | 12,125         | 0                      | 12,125         | 301-2526-081-564410        | 223-2526-081-581301    | 301-0-0-496223        |
| E-billing software for utility billing      | 25,150         | 25,150         | 0                      | 25,150         | 301-2526-081-564410        | 223-2526-081-581301    | 301-0-0-496223        |
| <b>Administrative Services</b>              | <b>352,275</b> | <b>352,275</b> | <b>0</b>               | <b>352,275</b> |                            |                        |                       |
| Upgrade elevator at main library            | 21,900         | 21,900         | 0                      | 21,900         | 251-7181-401-538550        | 223-7181-401-581251    | 251-0-0-496223        |
| <b>Library</b>                              | <b>21,900</b>  | <b>21,900</b>  | <b>0</b>               | <b>21,900</b>  |                            |                        |                       |
| Martin Luther King Jr Center                | 0              | 0              | 0                      | 0              | 405-3536-041-571100        | 205-3536-041-581405    | 405-0-0-496205        |
|   | 0              | 0              | 0                      | 0              | 405-3536-041-572100        | 205-3536-041-581405    | 405-0-0-496205        |
| <b>0</b>                                    | <b>0</b>       | <b>0</b>       | <b>0</b>               | <b>0</b>       |                            |                        |                       |



# Small Tools & Equipment

## Table 5

| Fund | Dept | Cost Center | Object | Project/<br>Program | Grant | Description                  | Budget<br>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       | 120              |
| 101  | 2526 | 081         | 524410 |                     |       | Misc. Hardware/Software (2)  | 10,000           |
|      |      |             |        |                     |       | Equipment Replacement        | 15,000           |
|      |      |             |        |                     |       | Server Replacement           | 115,000          |
|      |      |             |        |                     |       | Printer Replacement          | 35,000           |
|      |      |             |        |                     |       | Public Works AVL             | 15,000           |
| 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)            | 100              |
| 101  | 3134 | 881         | 524400 |                     |       | Office Equipment             | 200              |
| 101  | 4141 | 041         | 524100 |                     |       | Misc. Hand Tools             | 300              |
| 101  | 4141 | 041         | 524400 |                     |       | Misc. Office Equipment       | 350              |
|      |      |             |        |                     |       | Workstation & Cabinets       | 50               |
|      |      |             |        |                     |       | Office Chair                 | 250              |
| 101  | 4141 | 201         | 524400 |                     |       | Kick Stand (8)               | 4,680            |
| 101  | 4142 | 206         | 524100 |                     |       | Taser (2)                    | 220              |
|      |      |             |        |                     |       | Toe Straps (8)               | 1,600            |
|      |      |             |        |                     |       | Varda Alarm Kit              | 28               |
|      |      |             |        |                     |       | Varda Alarm Trip Mat (4)     | 400              |
|      |      |             |        |                     |       | Varda Alarm Transmitter (2)  | 336              |
|      |      |             |        |                     |       | Bicycle                      | 110              |
|      |      |             |        |                     |       | Office Chair (2)             | 400              |
| 101  | 4142 | 206         | 524400 |                     |       | Folding Table                | 500              |
|      |      |             |        |                     |       | Digital Camera               | 85               |
|      |      |             |        |                     |       | Water Bowl (2)               | 250              |
| 101  | 4142 | 207         | 524100 |                     |       | Assorted Leads (2)           | 42               |
|      |      |             |        |                     |       | Food Pan (2)                 | 50               |
|      |      |             |        |                     |       | Stash Box (4)                | 30               |
|      |      |             |        |                     |       | Cooling Fans (2)             | 120              |
|      |      |             |        |                     |       | Stackable Food Container (2) | 40               |
| 101  | 4143 | 215         | 524100 |                     |       | Laser Boresight              | 120              |
|      |      |             |        |                     |       |                              | 402              |

# Small Tools & Equipment

## Table 5

| Fund | Dept | Cost Center | Object | Project/<br>Program | Grant | Description                  | Budget Amount |
|------|------|-------------|--------|---------------------|-------|------------------------------|---------------|
| 101  | 4143 | 215         | 524400 |                     |       | Cyclops Light                | 50            |
|      |      |             |        |                     |       | Cassette Recorder            | 65            |
|      |      |             |        |                     |       | Cassette Recorder (2)        | 80            |
|      |      |             |        |                     |       | Office Chair (2)             | 550           |
|      |      |             |        |                     |       | Transcriber                  | 375           |
|      |      |             |        |                     |       | Typewriter                   | 150           |
|      |      |             |        |                     |       | Digital Camera               | 250           |
|      |      |             |        |                     |       | Cassette Recorder            | 65            |
|      |      |             |        |                     |       | Cassette Recorder (2)        | 80            |
|      |      |             |        |                     |       | Office Chair (3)             | 750           |
|      |      |             |        |                     |       | Hard Drive (2)               | 895           |
|      |      |             |        |                     |       | Office Chair                 | 400           |
|      |      |             |        |                     |       | Flashlight (7)               | 250           |
|      |      |             |        |                     |       | Flashlight Charger (7)       | 980           |
|      |      |             |        |                     |       | Misc. Office Equipment       | 175           |
|      |      |             |        |                     |       | Glock Handgun (2)            | 100           |
|      |      |             |        |                     |       | Handgun Parts                | 900           |
|      |      |             |        |                     |       | Crossing Guard Stop Sign (5) | 300           |
|      |      |             |        |                     |       | Magazine Extension (4)       | 125           |
|      |      |             |        |                     |       | Receiver Shelf               | 240           |
|      |      |             |        |                     |       | Cable Kit                    | 1,500         |
|      |      |             |        |                     |       | Receiver (2)                 | 105           |
|      |      |             |        |                     |       | Office Chair                 | 4,680         |
|      |      |             |        |                     |       | Desk Lamp                    | 250           |
|      |      |             |        |                     |       | Storage Container (5)        | 100           |
|      |      |             |        |                     |       | Digital Camera (2)           | 350           |
|      |      |             |        |                     |       | CD Storage Bin (4)           | 200           |
|      |      |             |        |                     |       | Telephone Headset            | 100           |
|      |      |             |        |                     |       | Headset Charger              | 98            |
|      |      |             |        |                     |       | Pole Syringe                 | 40            |
|      |      |             |        |                     |       | Instant Release Pole (2)     | 224           |
|      |      |             |        |                     |       | Freeman Net (2)              | 156           |
|      |      |             |        |                     |       | Remington Rifle              | 700           |
|      |      |             |        |                     |       | Misc. Office Equipment       | 1,120         |
|      |      |             |        |                     |       | Misc. Office Equipment       | 25            |
|      |      |             |        |                     |       | Misc. Office Equipment       | 300           |

# Small Tools & Equipment

## Table 5

| Fund | Dept | Cost Center | Object | Project/<br>Program | Grant | Description   | Budget<br>Amount               |
|------|------|-------------|--------|---------------------|-------|---|--------------------------------|
| 101  | 4551 | 291         | 524100 |                     |       | Misc. Tools   | 250                            |
| 101  | 4551 | 291         | 524200 |                     |       | Misc. Equipment<br>Trimmer                                  | 300<br>200                     |
|      |      |             |        |                     |       | Lawn Mower  | 500                            |
|      |      |             |        |                     |       | Snow Blower   | 1,200                          |
| 101  | 4551 | 291         | 524400 |                     |       | Misc. Equipment   | 2,200                          |
| 101  | 4551 | 292         | 524100 |                     |       | Misc. Equipment   | 200                            |
| 101  | 4551 | 292         | 524200 |                     |       | Misc. Equipment   | 150                            |
| 101  | 4551 | 292         | 524400 |                     |       | Snow Blower   | 1,350                          |
| 101  | 4551 | 293         | 524100 |                     |       | Misc. Equipment<br>Office Chair                             | 200<br>400                     |
| 101  | 4551 | 293         | 524200 |                     |       | Misc. Equipment   | 150                            |
| 101  | 4551 | 293         | 524200 |                     |       | Misc. Equipment<br>Snow Blower                              | 1,200<br>600                   |
| 101  | 4551 | 293         | 524400 |                     |       | Misc. Equipment<br>Stove                                    | 1,950<br>200                   |
| 101  | 4551 | 295         | 524100 |                     |       | Misc. Equipment   | 150                            |
| 101  | 4551 | 295         | 524200 |                     |       | Tool Set  | 300                            |
| 101  | 4551 | 295         | 524200 |                     |       | Misc. Equipment<br>Washer                                   | 150<br>700                     |
| 101  | 4551 | 295         | 524400 |                     |       | Snow Blower   | 1,000                          |
| 101  | 4552 | 271         | 524100 |                     |       | Misc. Equipment<br>Mattress (3)<br>Misc. Equipment<br>Mabas | 200<br>1,110<br>3,000<br>1,000 |
|      |      |             |        |                     |       | Bolt cutters  | 190                            |
|      |      |             |        |                     |       | Attack Line (6)   | 1,050                          |
|      |      |             |        |                     |       | Akron Smooth Bore (5)                                       | 3,250                          |
|      |      |             |        |                     |       | NY Roof Hook  | 125                            |
|      |      |             |        |                     |       | TNT Tool (3)  | 630                            |
|      |      |             |        |                     |       | Attack Line (5)   | 550                            |
|      |      |             |        |                     |       | Pro Bar Halligan  | 200                            |
|      |      |             |        |                     |       | Tool Lock Puller  | 80                             |
|      |      |             |        |                     |       | Toolbox/Set   | 500                            |
|      |      |             |        |                     |       | Flat Head Axe   | 125                            |

# Small Tools & Equipment

## Table 5

| Fund | Dept | Cost Center | Object | Project/<br>Program | Grant | Description                | Budget<br>Amount |
|------|------|-------------|--------|---------------------|-------|----------------------------|------------------|
| 101  | 4552 | 271         | 524200 |                     |       | Supply Hose (5)            | 3,250            |
|      |      |             |        |                     |       | Misc. Equipment            | 1,500            |
|      |      |             |        |                     |       | Chain Saw                  | 1,200            |
|      |      |             |        |                     |       | PPV Fan                    | 2,000            |
| 101  | 4552 | 271         | 524250 |                     |       | Mobile Radio               | 690              |
|      |      |             |        |                     |       | Pump Op Headset (4)        | 1,260            |
|      |      |             |        |                     |       | Push/Talk Adapter (4)      | 900              |
|      |      |             |        |                     |       | Portable Radio (4)         | 2,800            |
| 101  | 4552 | 271         | 524300 |                     |       | Gas Meter Calibrator       | 5,650            |
| 101  | 4554 | 273         | 524100 |                     |       | Misc. Equipment            | 1,000            |
|      |      |             |        |                     |       | Quciktrach Kit             | 160              |
|      |      |             |        |                     |       | Rhythm Simulator           | 470              |
|      |      |             |        |                     |       | IV Warmer                  | 1,700            |
|      |      |             |        |                     |       | Cricothyrotomy 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            |
|      |      |             |        |                     |       | 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              |
|      |      |             |        |                     |       |                            | 13,950           |

# Small Tools & Equipment

## Table 5

| Fund | Dept | Cost Center | Object | Project/<br>Program | Grant | Description                    | Budget<br>Amount |
|------|------|-------------|--------|---------------------|-------|--------------------------------|------------------|
| 101  | 6166 | 041         | 524200 |                     |       | Litter Sticks                  | 100              |
|      |      |             |        |                     |       | Misc. Tools                    | 400              |
|      |      |             |        |                     |       | Power Drill                    | 200              |
|      |      |             |        |                     |       | Blower                         | 250              |
|      |      |             |        |                     |       | Misc. Equipment                | 850              |
| 101  | 6166 | 041         | 524400 |                     |       | Traffic Cones (60)             | 300              |
| 101  | 6166 | 301         | 524100 |                     |       | Replace Loots (8)              |                  |
|      |      |             |        |                     |       | Replace Finish Tools (6)       | 1,600            |
| 101  | 6166 | 305         | 524100 |                     |       | Knives, Squeegees, Brooms      | 200              |
| 101  | 6166 | 321         | 524200 |                     |       | Replace Chain Saw              | 540              |
| 101  | 6166 | 322         | 524100 |                     |       | Flags/Poles (51)               | 1,275            |
|      |      |             |        |                     |       | Trash Receptacles (5)          | 1,625            |
| 101  | 6166 | 331         | 524100 |                     |       | Dumpster Replacements          | 600              |
|      |      |             |        |                     |       | Replacement Refuse Carts (100) | 7,000            |
| 101  | 6166 | 332         | 524710 |                     |       | Yard Waste Carts (30)          | 7,600            |
| 101  | 6166 | 333         | 524710 |                     |       | 48 Gal. Recycling Carts (250)  | 2,100            |
| 101  | 6166 | 334         | 524100 |                     |       | Hand Tools/Replacement         | 15,500           |
| 101  | 6166 | 334         | 524200 |                     |       | Standard Mower                 | 300              |
|      |      |             |        |                     |       | Weed Eater (2)                 | 950              |
| 101  | 6171 | 111         | 524100 |                     |       | Misc. Equipment                | 700              |
| 101  | 6171 | 111         | 524200 |                     |       | Saw                            | 1,650            |
|      |      |             |        |                     |       | Hammer Drill                   | 500              |
| 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              |
|      |      |             |        |                     |       | Contingency                    | 5,000            |
| 222  | 4551 | 291         | 524200 |                     |       | Contingency                    | 3,000            |
| 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            |
|      |      |             |        |                     |       |                                | 392,197          |
|      |      |             |        |                     |       |                                | 600              |

# Small Tools & Equipment

## Table 5

| Fund | Dept | Cost Center | Object | Project/<br>Program | Grant | Description                    | Budget<br>Amount |
|------|------|-------------|--------|---------------------|-------|--------------------------------|------------------|
| 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                    | 6,800            |
| 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              |
| 224  | 4143 | 216         | 524250 |                     |       | Firearm Training Simulator     | 20,000           |
|      |      |             |        |                     |       | Synthesized Audio Receiver     | 2,800            |
|      |      |             |        |                     |       | Weatherproof Tactical Repeater | 3,300            |
|      |      |             |        |                     |       | Synthesized Transmitter        | 1,800            |
|      |      |             |        |                     |       | Typewriter                     | 7,900            |
| 224  | 4143 | 216         | 524400 |                     |       |                                | 200              |
| 225  | 4142 | 206         | 524100 |                     |       | Lidar Unit                     | 4,500            |
|      |      |             |        |                     |       | Speed Sentry Sign              | 5,200            |
| 225  | 4142 | 206         | 524410 |                     |       | Mobile Data Terminals          | 9,700            |
|      |      |             |        |                     |       |                                | 90,000           |
| 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              |
|      |      |             |        |                     |       |                                | 2,850            |
| 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              |

# Small Tools & Equipment

## Table 5

| Fund | Dept | Cost Center | Object | Project/<br>Program | Grant | Description                       | Budget<br>Amount |
|------|------|-------------|--------|---------------------|-------|-----------------------------------|------------------|
| 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              |
| 251  | 7182 | 431         | 524400 |                     |       | Chair/Typewriter                  | 5,330            |
| 251  | 7182 | 431         | 524410 |                     |       | Memory                            | 250              |
| 251  | 7183 | 451         | 524400 |                     |       | Label Printer                     | 300              |
|      |      |             |        |                     |       | Chairs                            | 200              |
|      |      |             |        |                     |       | Chairs                            | 100              |
|      |      |             |        |                     |       | Mice (4)                          | 40               |
|      |      |             |        |                     |       | Receipt Printers (2)              | 540              |
| 251  | 7183 | 471         | 524400 |                     |       | Chair                             | 220              |
| 251  | 7183 | 471         | 524410 |                     |       | Public Use Computer               | 1,000            |
|      |      |             |        |                     |       | Receipt Printer                   | 250              |
| 251  | 7184 | 402         | 524100 |                     |       | Hammer, Other Tools, Shovel, etc. | 1,250            |
| 251  | 7184 | 402         | 524400 |                     |       | Delivery Bins                     | 25               |
|      |      |             |        |                     |       | Chairs (2)                        | 100              |
|      |      |             |        |                     |       | Computer                          | 100              |
| 251  | 7184 | 402         | 524410 |                     |       | Receipt Printer                   | 1,000            |
|      |      |             |        |                     |       | Hand Tools                        | 250              |
|      |      |             |        |                     |       | Receipt Printer (2)               | 1,250            |
|      |      |             |        |                     |       | Hand Tools                        | 50               |
|      |      |             |        |                     |       | Receipt Printer (2)               | 400              |
| 275  | 4142 | 209         | 524100 |                     |       | Weapons (4)                       | 2,400            |
| 275  | 4142 | 209         | 524200 |                     |       | Tac Lights (3)                    | 300              |
|      |      |             |        |                     |       | Misc. Hand Tools/Equipment        | 200              |
| 501  | 6163 | 358         | 524100 |                     |       | Power Drill                       | 300              |
| 501  | 6163 | 358         | 524200 |                     |       | Replacement Hand Tools            | 1,200            |
| 501  | 6168 | 352         | 524100 |                     |       | Misc. Pumps, Heaters, etc.        | 4,000            |
| 501  | 6168 | 352         | 524200 |                     |       | Hach 1720 (6)                     | 14,400           |
| 501  | 6168 | 352         | 524300 |                     |       | Shovels, Picks, etc.              | 200              |
| 501  | 6169 | 356         | 524100 |                     |       | Saw Blades                        | 600              |
|      |      |             |        |                     |       | Wrenches, Saws, Levels, etc.      | 2,500            |
|      |      |             |        |                     |       | Extender Bars                     | 6,000            |
| 501  | 6169 | 356         | 524200 |                     |       |                                   | 3,300            |

# Small Tools & Equipment

## Table 5

| Fund | Dept | Cost Center | Object | Project/<br>Program | Grant | Description                     | Budget<br>Amount |
|------|------|-------------|--------|---------------------|-------|---------------------------------|------------------|
|      |      |             |        |                     |       | Cutting Torch Set               | 1,000            |
|      |      |             |        |                     |       | Jackhammers                     | 1,500            |
|      |      |             |        |                     |       | Jackhammers                     | 1,600            |
|      |      |             |        |                     |       | Magnetic Locator Replacement    | 800              |
|      |      |             |        |                     |       | Pipe Trace Machine Replacement  | 2,400            |
|      |      |             |        |                     |       | Desk for Crew Leader            | 400              |
|      |      |             |        |                     |       | Chair                           | 200              |
|      |      |             |        |                     |       | Storage Cabinets                | 500              |
|      |      |             |        |                     |       |                                 | 13,300           |
|      |      |             |        |                     |       |                                 | 1,100            |
|      |      |             |        |                     |       |                                 | 37,800           |
|      |      |             |        |                     |       | Misc. Equipment                 | 50               |
| 506  | 6168 | 041         | 524400 |                     |       | Ammonia Probe                   | 450              |
| 506  | 6168 | 341         | 524100 |                     |       | 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              |
|      |      |             |        |                     |       |                                 | 2,945            |
|      |      |             |        |                     |       |                                 | 8,195            |
|      |      |             |        |                     |       | Misc. Tools & Equipment         | 300              |
| 507  | 6169 | 041         | 524100 |                     |       | Chemical Reagents               | 1,100            |
| 507  | 6169 | 041         | 524300 |                     |       | Hanging File                    | 575              |
| 507  | 6169 | 041         | 524400 |                     |       | Clamps (2)                      | 500              |
|      |      |             |        |                     |       | Rakes, Hand Saws, Hammers, etc. | 1,075            |
| 507  | 6169 | 348         | 524100 |                     |       | Misc. Power Tools               | 500              |
| 507  | 6169 | 348         | 524200 |                     |       | Nozzles/Accessories             | 300              |
|      |      |             |        |                     |       | Jetter Hose                     | 200              |
|      |      |             |        |                     |       | Planting Tools                  | 1,600            |
|      |      |             |        |                     |       | Rain Barrels (10)               | 35               |
|      |      |             |        |                     |       |                                 | 2,100            |
| 507  | 6169 | 892         | 524100 |                     |       |                                 | 795              |
|      |      |             |        |                     |       | Digital Tape Recorder           | 250              |
| 541  | 6171 | 041         | 524400 |                     |       | Snow Shovels, Hand Saws, etc.   | 250              |
| 541  | 6171 | 591         | 524100 |                     |       | Dock Carts (4)                  | 1,000            |

# Small Tools & Equipment

## Table 5

| Fund | Dept | Cost Center | Object | Project/<br>Program | Grant | Description                        | Budget<br>Amount |
|------|------|-------------|--------|---------------------|-------|------------------------------------|------------------|
|      |      |             |        |                     |       | 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              |
| 541  | 6171 | 591         | 524400 |                     |       | Restroom Fans                      | 1,000            |
|      |      |             |        |                     |       | Fans for Offices (3)               | 175              |
|      |      |             |        |                     |       |                                    | 300              |
| 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             | 100              |
| 555  | 8193 | 501         | 524810 |                     |       | Bases for Ball Diamonds            | 150              |
|      |      |             |        |                     |       | Benches (2)                        | 1,500            |
|      |      |             |        |                     |       | Bleacher Seat Covers (2)           | 800              |
|      |      |             |        |                     |       | Hand Tools CR                      | 1,800            |
| 555  | 8193 | 511         | 524100 |                     |       | Office CR                          | 50               |
| 555  | 8193 | 511         | 524400 |                     |       | Office Equipment                   | 1,000            |
| 555  | 8193 | 521         | 524400 |                     |       | Bases for Ball Diamonds            | 50               |
| 555  | 8193 | 521         | 524810 |                     |       | Misc. Tools                        | 1,000            |
| 555  | 8198 | 551         | 524100 |                     |       | Power Tools                        | 180              |
| 555  | 8198 | 551         | 524200 |                     |       | Replace Radios (4)                 | 150              |
| 555  | 8198 | 551         | 524250 |                     |       | Fans                               | 200              |
| 555  | 8198 | 551         | 524400 |                     |       | Wristbands                         | 100              |
| 555  | 8198 | 551         | 524810 |                     |       | Hand Tools                         | 3,500            |
| 555  | 8292 | 601         | 524100 |                     |       | Tools                              | 2,500            |
| 555  | 8292 | 601         | 524200 |                     |       | Security Cameras, Night Vision (3) | 300              |
|      |      |             |        |                     |       | Radio & Related Gear               | 600              |
| 555  | 8292 | 601         | 524250 |                     |       | Small Test Equipment               | 1,200            |
| 555  | 8292 | 601         | 524300 |                     |       | Misc. Small Office Equipment       | 200              |
| 555  | 8292 | 601         | 524400 |                     |       | Chainsaw                           | 50               |
| 555  | 8292 | 601         | 524510 |                     |       | Weed Eater (2)                     | 450              |
|      |      |             |        |                     |       | Auger Drive & Auger                | 550              |
|      |      |             |        |                     |       |                                    | 3,270            |

# Small Tools & Equipment

## Table 5

| Fund | Dept | Cost Center | Object | Project/<br>Program | Grant | Description                     | Budget<br>Amount |
|------|------|-------------|--------|---------------------|-------|---------------------------------|------------------|
| 555  | 8292 | 601         | 524810 |                     |       | Turf Roller                     | 300              |
|      |      |             |        |                     |       | Turf Roller                     | 2,000            |
|      |      |             |        |                     |       | 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               | 400              |
| 555  | 8292 | 611         | 524200 |                     |       | Power Rake                      | 200              |
|      |      |             |        |                     |       | Hand Tools                      | 1,200            |
| 555  | 8292 | 613         | 524510 | 922202              |       | Hand Tools                      | 1,400            |
| 555  | 8292 | 621         | 524100 |                     |       | Hand Tools                      | 150              |
| 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              |
| 555  | 8394 | 751         | 524200 |                     |       | Power Pak                       | 500              |
|      |      |             |        |                     |       | Cordless Rechargeable Light     | 165              |
|      |      |             |        |                     |       | Cart Signs (25)                 | 85               |
| 555  | 8394 | 751         | 524810 |                     |       | Erasable 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              |
|      |      |             |        |                     |       | Metal Detector                  | 170              |
|      |      |             |        |                     |       | Fairway Drag Mat                | 500              |
| 555  | 8594 | 701         | 524510 |                     |       | Cart Signs (9)                  | 835              |
| 555  | 8594 | 701         | 524810 |                     |       | Chemical Signs (2)              | 5,000            |
|      |      |             |        |                     |       | Erasable Signs (2)              | 108              |
|      |      |             |        |                     |       |                                 | 44               |
|      |      |             |        |                     |       |                                 | 75               |

# Small Tools & Equipment

## Table 5

| Fund | Dept | Cost Center | Object | Project/<br>Program | Grant | Description                         | Budget<br>Amount |
|------|------|-------------|--------|---------------------|-------|-------------------------------------|------------------|
| 555  | 8697 | 561         | 524800 |                     |       | Stands for Shoe Cleaners (2)        | 605              |
| 555  | 8697 | 564         | 524100 |                     |       | Machines/Treadmills                 | 20,000           |
| 555  | 8697 | 564         | 524400 |                     |       | Hand Tools                          | 150              |
|      |      |             |        |                     |       | Microwave or Frig Replacement       | 1,000            |
| 601  | 6171 | 361         | 524100 |                     |       | Air Hose/Drain Pan, Grease gun, etc | 20               |
| 601  | 6171 | 362         | 524100 |                     |       | Air Hose/Drain Pan, Grease gun, etc |                  |
|      |      |             |        |                     |       | Floor Jack                          | 500              |
|      |      |             |        |                     |       | Oil Caddy                           | 2,500            |
|      |      |             |        |                     |       | Air Grease Gun                      | 1,000            |
|      |      |             |        |                     |       | Mag Drill with Bits                 | 1,000            |
| 601  | 6171 | 362         | 524300 |                     |       | Genisys Monitor Update              | 5,500            |
|      |      |             |        |                     |       | Tech 1 & 2 Updates                  | 1,500            |
|      |      |             |        |                     |       | AllData Systems                     | 1,500            |
|      |      |             |        |                     |       | Painting Equipment                  | 3,000            |
| 601  | 6171 | 363         | 524100 |                     |       | Paint Tarps                         | 650              |
|      |      |             |        |                     |       | Air Hose, Misc.                     | 25               |
|      |      |             |        |                     |       | Misc. Storage Units                 | 150              |
| 601  | 6171 | 364         | 524400 |                     |       | Hand Tools/Equip for Store          | 825              |
| 601  | 6171 | 366         | 524100 |                     |       | Misc. Hand Tools                    | 50               |
| 606  | 6176 | 041         | 524100 |                     |       | Chair                               | 2,500            |
| 606  | 6176 | 041         | 524400 |                     |       | Desk                                | 20               |
| 606  | 6176 | 041         | 524410 |                     |       | Micropaver Upgrade                  | 900              |
| 606  | 6176 | 091         | 524100 |                     |       | Misc. Hand Tools                    | 950              |
| 606  | 6176 | 091         | 524300 |                     |       | Pipe Locator                        | 500              |
| 606  | 6176 | 091         | 524510 |                     |       | Pole Camera Replacement             | 7,000            |
|      |      |             |        |                     |       | Camera Transporter Replacement      | 17,000           |
| 606  | 6176 | 391         | 524100 |                     |       | Hammers, Measuring Tapes, etc.      | 32,000           |
| 606  | 6176 | 391         | 524300 |                     |       | Quarterly Nuclear Dosimeters (5)    | 150              |
|      |      |             |        |                     |       | Chairs for Program Staff (5)        | 875              |
| 901  | 3536 | 041         | 524400 | 0                   | 10010 |                                     | 1,000            |
|      |      |             |        |                     |       |                                     | 19,895           |
|      |      |             |        |                     |       |                                     | 42,395           |
|      |      |             |        |                     |       |                                     | 1,000            |
|      |      |             |        |                     |       |                                     | 801,102          |

**General Fund Five Year Projection**

**Table 6**

| Account Title                   | 2010      | 2011            | 2012             | 2013             | 2014             | 2015             |
|---------------------------------|-----------|-----------------|------------------|------------------|------------------|------------------|
|                                 | Estimated | Budget Proposed | Budget Projected | Budget Projected | Budget Projected | Budget Projected |
| Assumptions                     |           |                 |                  |                  |                  |                  |
| Property Taxes                  |           |                 | 103.00%          | 103.00%          | 103.00%          | 103.00%          |
| Local Taxes                     |           |                 | 102.00%          | 102.00%          | 102.00%          | 102.00%          |
| State Taxes                     |           |                 | 102.00%          | 102.00%          | 102.00%          | 102.00%          |
| Business Licenses & Permits     |           |                 | 102.00%          | 102.00%          | 102.00%          | 102.00%          |
| Non-Business Licenses & Permits |           |                 | 102.00%          | 102.00%          | 102.00%          | 102.00%          |
| Federal Grants                  |           |                 | 101.00%          | 101.00%          | 101.00%          | 101.00%          |
| State Grants                    |           |                 | 101.00%          | 101.00%          | 101.00%          | 101.00%          |
| Local Grants                    |           |                 | 101.00%          | 101.00%          | 101.00%          | 101.00%          |
| Charges for Services            |           |                 | 102.00%          | 102.00%          | 102.00%          | 102.00%          |
| Rents & Royalties               |           |                 | 102.00%          | 102.00%          | 102.00%          | 102.00%          |
| Transfers for Charges           |           |                 | 102.00%          | 102.00%          | 102.00%          | 102.00%          |
| Investments & Loans             |           |                 | 102.00%          | 102.00%          | 102.00%          | 102.00%          |
| Contributions & Donations       |           |                 | 102.00%          | 102.00%          | 102.00%          | 102.00%          |
| Reimbursements                  |           |                 | 102.00%          | 102.00%          | 102.00%          | 102.00%          |
| Proceeds of Fixed Assets        |           |                 | 102.00%          | 102.00%          | 102.00%          | 102.00%          |
| Operating Transfers             |           |                 | 103.00%          | 103.00%          | 103.00%          | 103.00%          |
| Other                           |           |                 | 102.00%          | 102.00%          | 102.00%          | 102.00%          |
| Personnel                       |           |                 | 105.00%          | 105.00%          | 105.00%          | 105.00%          |
| Supplies                        |           |                 | 103.00%          | 103.00%          | 103.00%          | 103.00%          |
| Services                        |           |                 | 103.00%          | 103.00%          | 103.00%          | 103.00%          |
| Other                           |           |                 | 103.00%          | 103.00%          | 103.00%          | 103.00%          |
| Programs                        |           |                 | 101.00%          | 101.00%          | 101.00%          | 101.00%          |
| Capital                         |           |                 | 101.00%          | 101.00%          | 101.00%          | 101.00%          |
| Transfers                       |           |                 | 105.00%          | 105.00%          | 105.00%          | 105.00%          |
| Contingency/Bad Debt            |           |                 | 101.00%          | 101.00%          | 101.00%          | 101.00%          |

**General Fund Five Year Projection**

**Table 6**

| Account Title                   | 2010       | 2011            | 2012             | 2013             | 2014             | 2015             |
|---------------------------------|------------|-----------------|------------------|------------------|------------------|------------------|
|                                 | Estimated  | Budget Proposed | Budget Projected | Budget Projected | Budget Projected | Budget Projected |
| Revenue                         |            |                 |                  |                  |                  |                  |
| Property Taxes                  | 7,169,918  | 7,456,631       | 7,680,330        | 7,910,740        | 8,148,062        | 8,392,504        |
| Local Taxes                     | 6,163,292  | 7,131,668       | 7,274,301        | 7,419,787        | 7,568,183        | 7,719,547        |
| State Taxes                     | 9,237,618  | 8,378,998       | 8,546,578        | 8,717,510        | 8,891,860        | 9,069,697        |
| Business Licenses & Permits     | 356,335    | 358,210         | 365,374          | 372,682          | 380,135          | 387,738          |
| Non-Business Licenses & Permits | 493,695    | 470,100         | 479,502          | 489,092          | 498,874          | 508,851          |
| Federal Grants                  | 121,944    | 189,857         | 191,756          | 193,673          | 195,610          | 197,566          |
| State Grants                    | -          | 54,469          | 55,014           | 55,564           | 56,119           | 56,681           |
| Local Grants                    | 82,368     | 56,523          | 57,088           | 57,659           | 58,236           | 58,818           |
| Charges for Services            | 3,541,627  | 4,804,351       | 4,900,438        | 4,998,447        | 5,098,416        | 5,200,384        |
| Rents & Royalties               | 30,850     | 31,000          | 31,620           | 32,252           | 32,897           | 33,555           |
| Transfers for Charges           | 1,815,539  | 1,842,769       | 1,879,624        | 1,917,217        | 1,955,561        | 1,994,672        |
| Investments & Loans             | 166,036    | 142,371         | 145,218          | 148,123          | 151,085          | 154,107          |
| Reimbursements                  | 100        | 84              | 86               | 87               | 89               | 91               |
| Proceeds of Fixed Assets        | 2,450      | 6,000           | 6,120            | 6,242            | 6,367            | 6,495            |
| Operating Transfers             | 2,344,835  | 2,290,912       | 2,359,639        | 2,430,429        | 2,503,341        | 2,578,442        |
| Other                           | 6,000      | 11,100          | 11,322           | 11,548           | 11,779           | 12,015           |
|                                 | 31,532,607 | 33,225,043      | 33,984,011       | 34,761,052       | 35,556,616       | 36,371,163       |
| Personnel                       | 21,909,009 | 22,775,169      | 23,913,927       | 25,109,624       | 26,365,105       | 27,683,360       |
| Supplies                        | 1,458,207  | 1,308,249       | 1,347,496        | 1,387,921        | 1,429,559        | 1,472,446        |
| Services                        | 6,823,930  | 6,872,350       | 7,078,521        | 7,290,876        | 7,509,602        | 7,734,890        |
| Other                           | 176,908    | 170,645         | 175,764          | 181,037          | 186,468          | 192,062          |
| Programs                        | 52,300     | 50,800          | 51,308           | 51,821           | 52,339           | 52,863           |
| Capital                         | 0          | 150,000         | 151,500          | 153,015          | 154,545          | 156,091          |
| Transfers                       | 119,077    | 234,316         | 246,032          | 258,333          | 271,250          | 284,813          |
| Contingency/Bad Debt            | 1,021,710  | 1,605,974       | 1,622,034        | 1,638,254        | 1,654,637        | 1,671,183        |
|                                 | 31,561,141 | 33,167,503      | 34,586,582       | 36,070,882       | 37,623,506       | 39,247,708       |
| Net change in fund balances     | (28,534)   | 57,540          | (602,572)        | (1,309,830)      | (2,066,890)      | (2,876,545)      |

General Fund Revenue Comparisons

Table 7

| Object | Account Title               | 2008       |            | 2009       |            | 2010       |            | 2011                  |         | Difference (from est) | Percent |
|--------|-----------------------------|------------|------------|------------|------------|------------|------------|-----------------------|---------|-----------------------|---------|
|        |                             | Actuals    | Budget     | Actuals    | Adopted    | Estimated  | Proposed   | Difference (from bgt) | Percent |                       |         |
| 411    | Property Taxes              | 6,705,883  | 7,169,918  | 6,843,860  | 7,169,918  | 7,169,918  | 7,456,631  | 286,713               | 4%      | -                     | 100%    |
| 412    | Local Taxes                 | 5,938,582  | 6,163,292  | 6,015,642  | 6,163,292  | 6,163,292  | 7,131,668  | 968,376               | 16%     | -                     | 100%    |
| 413    | State Tax                   | 9,849,485  | 9,237,618  | 9,670,519  | 9,237,618  | 9,237,618  | 8,378,998  | (858,620)             | -9%     | -                     | 100%    |
| 421    | Business License/Permit     | 298,812    | 359,716    | 359,716    | 356,335    | 356,335    | 358,210    | 1,875                 | 1%      | -                     | 100%    |
| 422    | Non-Business License/Permit | 463,210    | 493,695    | 353,190    | 493,695    | 493,695    | 470,100    | (23,595)              | -5%     | -                     | 100%    |
| 431    | Federal Grants              | 114,886    | 117,431    | 41,069     | 117,431    | 121,944    | 189,857    | 72,426                | 62%     | -4,513                | 104%    |
| 432    | State Grants                | 0          | 0          | 0          | 0          | -          | 54,469     | 54,469                | -       | -                     | -       |
| 433    | Local Grants                | 94,368     | 79,368     | 42,684     | 79,368     | 82,368     | 56,523     | (22,845)              | -       | 3,000                 | -       |
| 441    | Charges for Services        | 3,509,150  | 3,664,243  | 4,540,824  | 3,664,243  | 3,541,627  | 4,804,351  | 1,140,108             | 31%     | (122,616)             | 97%     |
| 444    | Rents & Royalties           | 66,050     | 30,850     | 29,950     | 30,850     | 30,850     | 31,000     | 150                   | 0%      | -                     | 100%    |
| 459    | Transfer for Charges        | 1,467,744  | 1,815,539  | 1,749,924  | 1,815,539  | 1,815,539  | 1,842,769  | 27,230                | 1%      | -                     | 100%    |
| 461    | Investment & Loans          | 419,425    | 166,036    | 119,999    | 166,036    | 166,036    | 142,371    | (23,665)              | -14%    | -                     | 100%    |
| 485    | Contributions/Donations     | 0          | 0          | 9,916      | 0          | -          | 0          | -                     | -       | -                     | -       |
| 486    | Reimbursements              | 133        | 100        | 84         | 100        | 100        | 84         | (16)                  | -16%    | -                     | 100%    |
| 492    | Proceeds of Fixed Asset     | 3,897      | 2,450      | 2,429      | 2,450      | 2,450      | 6,000      | 3,550                 | -       | -                     | -       |
| 496    | Operating Transfers         | 2,138,300  | 2,386,531  | 2,592,164  | 2,386,531  | 2,344,835  | 2,290,912  | (95,619)              | -4%     | (41,696)              | 98%     |
| 499    | Other                       | 12,958     | 6,000      | 10,287     | 6,000      | 6,000      | 11,100     | 5,100                 | 85%     | -                     | 100%    |
|        |                             | 31,082,883 | 31,689,406 | 32,382,257 | 31,689,406 | 31,532,607 | 33,225,043 | 1,535,637             | 5%      | (156,799)             | 100%    |

Table 8

General Fund Comparisons by Object

| Account Title        | 2008       | 2009       | 2010       | 2010       | 2011       | Difference<br>(from bgt.) | Percent | Difference<br>(from est.) | Percent | Percent<br>of Total |
|----------------------|------------|------------|------------|------------|------------|---------------------------|---------|---------------------------|---------|---------------------|
|                      | Actual     | Actual     | Budget     | Estimated  | Proposed   |                           |         |                           |         |                     |
| Personnel            | 19,886,438 | 20,732,465 | 21,906,680 | 21,909,009 | 22,775,169 | 868,489                   | 4%      | 2,329                     | 100%    | 69%                 |
| Supplies             | 1,247,607  | 1,294,212  | 1,482,332  | 1,458,207  | 1,308,249  | -174,083                  | -12%    | (24,125)                  | 98%     | 4%                  |
| Services             | 6,744,180  | 7,375,398  | 6,932,699  | 6,823,930  | 6,872,350  | -60,349                   | -1%     | (108,769)                 | 98%     | 21%                 |
| Other                | 147,204    | 133,134    | 176,908    | 176,908    | 170,645    | -6,263                    | -4%     | -                         | 100%    | 1%                  |
| Programs             | 108,359    | 44,260     | 50,000     | 52,300     | 50,800     | 800                       | 2%      | 2,300                     | 105%    | 0%                  |
| Capital              | 105,172    | 46,502     | 0          | 0          | 150,000    | 150,000                   | -----   | -                         | #DIV/0! | 0%                  |
| Transfers            | 591,510    | 1,493,903  | 119,077    | 119,077    | 234,316    | 115,316                   | 97%     | -                         | 100%    | 1%                  |
| Contingency/Bad Debt | 1,057,045  | 1,038,628  | 1,021,710  | 1,021,710  | 1,605,974  | 584,264                   | 57%     | -                         | 100%    | 5%                  |
|                      | 29,887,515 | 32,158,502 | 31,689,406 | 31,561,141 | 33,167,503 | 1,478,174                 | 5%      | (128,265)                 | 100%    | 100%                |

**General Fund Expenditures by Department**

**Table 9**

| Account Title            | 2008<br>Actuals   | 2009<br>Actuals   | 2010<br>Budget    | 2010<br>Estimated | 2011<br>Proposed  | Difference<br>(from est) | Percent     |
|--------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------------|-------------|
| Mayor & Council          | 218,326           | 211,260           | 232,465           | 232,465           | 224,722           | -7,743                   | -3.3%       |
| General Administration   | 496,921           | 550,300           | 512,741           | 512,741           | 465,892           | -46,849                  | -9.1%       |
| General Services         | 1,543,421         | 1,601,912         | 1,761,285         | 1,714,977         | 1,553,534         | -207,751                 | -11.8%      |
| Finance                  | 1,562,668         | 2,436,966         | 1,427,191         | 1,419,497         | 1,439,119         | 11,928                   | 0.8%        |
| Community Development    | 1,141,788         | 1,035,003         | 913,942           | 916,242           | 1,083,571         | 169,629                  | 18.6%       |
| Police                   | 10,085,208        | 10,578,858        | 11,478,923        | 11,478,923        | 12,017,164        | 538,241                  | 4.7%        |
| Fire                     | 7,371,442         | 7,547,934         | 7,770,338         | 7,776,338         | 8,829,355         | 1,059,017                | 13.6%       |
| Public Works             | 7,460,813         | 8,179,011         | 7,577,186         | 7,494,623         | 7,538,811         | -38,375                  | -0.5%       |
| Police & Fire Commission | 6,928             | 17,258            | 15,335            | 15,335            | 15,335            | 0                        | 0.0%        |
| <b>Total</b>             | <b>29,887,515</b> | <b>32,158,502</b> | <b>31,689,406</b> | <b>31,561,141</b> | <b>33,167,503</b> | <b>1,478,097</b>         | <b>4.7%</b> |

**Revenue Comparisons**

**Table 10**

| Account title                  | 2008<br>Actual | 2009<br>Actual | 2010<br>Budget | 2010<br>Estimated | 2011<br>Proposed | Difference<br>(from bgt.) | Percent |
|--------------------------------|----------------|----------------|----------------|-------------------|------------------|---------------------------|---------|
| Property Taxes                 | 12,823,767     | 13,163,082     | 13,806,920     | 14,044,112        | 16,087,700       | 2,280,780                 | 17%     |
| Local Taxes                    | 6,886,681      | 6,827,258      | 6,503,292      | 6,503,292         | 7,194,338        | 691,046                   | 11%     |
| State Taxes                    | 14,067,285     | 13,950,207     | 16,221,307     | 15,274,322        | 14,428,998       | -1,792,309                | -11%    |
| Penalties                      | 20,296         | 21,179         | 20,000         | 20,000            | 20,080           | 80                        | 0%      |
| Business License & Permits     | 301,087        | 362,736        | 356,335        | 356,335           | 358,210          | 1,875                     | 1%      |
| Non-Business License & Permits | 463,920        | 354,110        | 494,545        | 494,545           | 470,950          | -23,595                   | -5%     |
| Government Grants              | 2,584,644      | 2,397,372      | 4,165,566      | 5,566,651         | 7,666,862        | 3,501,296                 | 84%     |
| State Grants                   | 0              | 25,648         | 200,000        | 200,000           | 1,598,927        | 1,398,927                 | 699%    |
| Local Grants                   | 287,915        | 215,888        | 136,854        | 139,854           | 199,132          | 62,278                    | 46%     |
| Charges for Services           | 18,541,398     | 20,154,304     | 21,023,139     | 20,534,355        | 22,558,069       | 1,534,930                 | 7%      |
| Program Fees                   | 333,229        | 403,604        | 375,435        | 375,435           | 392,740          | 17,305                    | 5%      |
| Concessions                    | 420,853        | 427,510        | 443,668        | 441,742           | 447,034          | 3,366                     | 1%      |
| Rents & Royalties              | 813,146        | 795,257        | 796,330        | 796,330           | 811,677          | 15,347                    | 2%      |
| Employer Contributions         | 6,406,016      | 7,092,495      | 7,262,809      | 7,262,809         | 7,959,115        | 696,306                   | 10%     |
| Employee Contributions         | 1,833,881      | 1,834,228      | 1,888,100      | 1,888,100         | 1,992,374        | 104,274                   | 6%      |
| Retiree Contributions          | 652,901        | 691,156        | 740,298        | 740,298           | 736,482          | -3,816                    | -1%     |
| Engineering Services           | 825,424        | 843,275        | 1,186,588      | 1,186,588         | 1,107,938        | -78,650                   | -7%     |
| Equipment Maintenance          | 2,756,277      | 3,276,123      | 3,542,280      | 3,460,494         | 3,365,365        | -176,915                  | -5%     |
| Central Stores                 | 14,776         | 21,713         | 21,600         | 25,600            | 24,200           | 2,600                     | 12%     |
| Electricity                    | 0              | 77,182         | 257,445        | 162,753           | 277,239          | 19,794                    | 8%      |
| Transfers for Charges          | 1,761,756      | 2,074,704      | 2,163,803      | 2,163,803         | 2,163,033        | -770                      | 0%      |
| Investments and Loans          | 2,880,901      | 5,651,164      | 3,315,816      | 3,041,258         | 2,242,698        | -1,073,118                | -32%    |
| Contributions & Donations      | 257,331        | 341,761        | 1,931,420      | 1,834,748         | 1,942,100        | 10,680                    | 1%      |
| Reimbursements                 | 168            | 98             | 100            | 100               | 84               | -16                       | -16%    |
| Sale of Fixed Assets           | 25,807         | 46,453         | 2,450          | 5,154             | 6,000            | 3,550                     | 145%    |
| Bond Proceeds                  | 0              | -              | 0              | 10,270,594        | 7,972,000        | 7,972,000                 | -----   |
| Operating Transfers            | 7,474,895      | 8,485,328      | 6,415,269      | 6,368,328         | 9,009,683        | 2,594,414                 | 40%     |
| Other                          | 200,204        | 923,473        | 159,813        | 141,223           | 158,815          | -998                      | -1%     |
| Total before eliminations      | 82,634,558     | 90,457,308     | 93,431,182     | 103,298,823       | 111,191,843      | 17,760,661                | 19%     |
| Employer Contributions         | 6,406,016      | 7,092,495      | 7,262,809      | 7,262,809         | 7,959,115        | 696,306                   | 10%     |
| Transfers                      | 7,474,895      | 8,485,328      | 6,415,269      | 6,368,328         | 9,009,683        | 2,641,355                 | 41%     |
| Equipment Maintenance          | 2,716,779      | 3,222,455      | 3,499,554      | 3,423,554         | 3,313,399        | -110,155                  | -3%     |
| Hydroelectric                  | -              | 77,182         | 257,445        | 162,753           | 277,239          | 114,486                   | 44%     |
| Engineering                    | 825,424        | 843,275        | 1,186,588      | 1,186,588         | 1,107,938        | -78,650                   | -7%     |
| Total after eliminations       | 65,211,444     | 70,736,573     | 74,809,517     | 84,894,791        | 89,524,469       | 14,714,952                | 20%     |

**Expenditure Comparison by Object**

**Table 11**

|                                  | 2008<br>Actual    | 2009<br>Actual     | 2010<br>Budget     | 2010<br>Estimated  | 2011<br>Proposed   | Difference<br>(from bgt.) | Percent   |
|----------------------------------|-------------------|--------------------|--------------------|--------------------|--------------------|---------------------------|-----------|
| Personnel                        | 36,514,120        | 38,938,544         | 40,064,284         | 40,005,691         | 40,525,904         | 461,620                   | 1%        |
| Supplies                         | 4,318,726         | 4,585,495          | 5,348,477          | 5,476,558          | 4,603,121          | (745,356)                 | -14%      |
| Services                         | 19,684,002        | 21,237,114         | 21,745,603         | 19,456,695         | 24,393,519         | 2,647,916                 | 12%       |
| Other                            | 2,067,276         | 1,735,058          | 1,866,327          | 1,665,726          | 1,970,382          | 104,055                   | 6%        |
| Programs                         | 2,136,672         | 4,101,262          | 4,840,073          | 5,384,462          | 6,851,012          | 2,010,939                 | 42%       |
| Capital                          | 3,438,464         | 2,826,072          | 26,821,395         | 16,413,977         | 24,095,265         | (2,726,130)               | -10%      |
| Debt Service                     | 1,096,374         | 1,106,755          | 3,395,562          | 3,401,562          | 4,960,033          | 1,564,471                 | 46%       |
| Transfers                        | 9,236,687         | 10,560,034         | 8,579,072          | 8,504,179          | 11,172,716         | 2,593,644                 | 30%       |
| Other                            | 4,383,797         | 15,707,702         | 4,254,671          | 3,979,671          | 4,698,081          | 443,410                   | 10%       |
| <b>Total before eliminations</b> | <b>82,876,118</b> | <b>100,798,036</b> | <b>116,915,464</b> | <b>104,288,521</b> | <b>123,270,033</b> | <b>6,354,569</b>          | <b>5%</b> |
| Employer Contributions           | 6,406,016         | 7,092,495          | 7,262,809          | 7,262,809          | 7,959,115          | 696,306                   | 10%       |
| Transfers                        | 7,550,435         | 8,485,328          | 6,415,269          | 6,368,328          | 9,009,683          | 2,594,414                 | 40%       |
| Equipment Maintenance            | 2,716,779         | 3,222,455          | 3,499,554          | 3,423,554          | 3,313,399          | (186,155)                 | -5%       |
| Hydroelectric                    | -                 | 77,182             | 257,445            | 162,753            | 277,239            | 19,794                    | 8%        |
| Engineering                      | 825,424           | 843,275            | 1,186,588          | 1,186,588          | 1,107,938          | (78,650)                  | -7%       |
| <b>Total after eliminations</b>  | <b>65,377,464</b> | <b>81,077,301</b>  | <b>98,293,799</b>  | <b>85,884,489</b>  | <b>101,602,659</b> | <b>3,308,860</b>          | <b>3%</b> |

# Expenditures by Department

## Table 12

|                                  | 2008<br>Actual    | 2009<br>Actual     | 2010<br>Budget     | 2010<br>Estimated  | 2011<br>Proposed   | Difference<br>(from bgt.) | Percent   |
|----------------------------------|-------------------|--------------------|--------------------|--------------------|--------------------|---------------------------|-----------|
| Mayor & Council                  | 218,326           | 211,260            | 232,465            | 232,465            | 224,722            | (7,743)                   | -3%       |
| General Administration           | 606,925           | 683,929            | 641,301            | 641,301            | 592,547            | (48,754)                  | -8%       |
| General Services                 | 6,564,597         | 7,102,526          | 8,162,311          | 7,758,995          | 8,150,169          | (12,142)                  | 0%        |
| Finance                          | 2,439,908         | 3,750,058          | 1,427,191          | 1,419,497          | 1,439,119          | 11,928                    | 1%        |
| Community Development            | 7,733,725         | 10,208,757         | 11,363,396         | 11,073,758         | 17,804,401         | 6,441,005                 | 57%       |
| M L King Community Center        | 587,060           | 745,692            | 3,790,538          | 1,276,460          | 3,851,973          | 61,435                    | 2%        |
| Police                           | 10,846,467        | 11,574,875         | 11,940,456         | 11,912,821         | 12,306,614         | 366,158                   | 3%        |
| Fire                             | 7,302,679         | 7,885,099          | 7,813,338          | 7,819,338          | 8,950,329          | 1,136,991                 | 15%       |
| Public Works                     | 33,137,772        | 33,501,036         | 40,722,071         | 37,813,355         | 50,782,905         | 10,060,834                | 25%       |
| Library                          | 2,321,351         | 2,538,434          | 2,344,017          | 2,344,017          | 2,437,220          | 93,203                    | 4%        |
| Park                             | 5,506,296         | 6,632,923          | 21,545,956         | 15,064,090         | 13,415,481         | (8,130,475)               | -38%      |
| Police & Fire Commission         | 6,928             | 17,258             | 15,335             | 15,335             | 15,335             | -                         | 0%        |
| Police pension                   | 2,671,353         | 8,204,439          | 3,309,815          | 3,309,815          | 2,979,081          | (330,734)                 | -10%      |
| Fire pension                     | 2,842,589         | 7,652,183          | 3,515,774          | 3,515,774          | 3,227,137          | (288,637)                 | -8%       |
| Cafeteria Plan                   | 90,142            | 89,567             | 91,500             | 91,500             | 93,000             | 1,500                     | 2%        |
| <b>Total before eliminations</b> | <b>82,876,118</b> | <b>100,798,036</b> | <b>116,915,464</b> | <b>104,288,521</b> | <b>126,270,033</b> | <b>9,354,569</b>          | <b>8%</b> |
| Employer Contributions           | 6,406,016         | 7,092,495          | 7,262,809          | 7,262,809          | 7,959,115          | 696,306                   | 10%       |
| Transfers                        | 7,550,435         | 8,485,328          | 6,415,269          | 6,368,328          | 9,009,683          | 2,594,414                 | 40%       |
| Equipment Maintenance            | 2,716,779         | 3,222,455          | 3,499,554          | 3,423,554          | 3,313,399          | (186,155)                 | -5%       |
| Hydroelectric                    | -                 | 77,182             | 257,445            | 162,753            | 277,239            | 19,794                    | 8%        |
| Engineering                      | 825,424           | 843,275            | 1,186,588          | 1,186,588          | 1,107,938          | (78,650)                  | -7%       |
| <b>Total</b>                     | <b>65,377,464</b> | <b>81,077,301</b>  | <b>98,293,799</b>  | <b>85,884,489</b>  | <b>104,602,659</b> | <b>6,308,860</b>          | <b>6%</b> |

# Cash Flow Projection

## Table 13

|                              | Cash Balance<br>04/01/09 | Cycle 19 Revenue | Cycle 19 Expenditures | Cycle 19 Depreciation | Cash Balance<br>04/01/10 | Cycle 24 Revenue | Cycle 24 Expenditures | Cycle 24 Depreciation | Cash Balance<br>04/01/11 |
|------------------------------|--------------------------|------------------|-----------------------|-----------------------|--------------------------|------------------|-----------------------|-----------------------|--------------------------|
| 101 General Fund             | 5,723,974                | 31,532,607       | 31,561,141            | 591,100               | 5,695,440                | 33,225,043       | 33,167,503            | 591,100               | 5,752,980                |
| 201 Public Benefit           | 935,859                  | 820,449          | 818,468               |                       | 937,840                  | 23,446           | -                     |                       | 961,286                  |
| 202 TIF District #1          | 1,777,508                | 2,375,226        | 1,650,104             |                       | 2,502,630                | 2,403,377        | 4,354,010             |                       | 551,997                  |
| 203 TIF - Columbia Park      | (1,366,667)              | 1,470,072        | 17,968                |                       | 85,437                   | 34,320           | 17,280                |                       | 102,477                  |
| 204 TIF District #2          | (326,052)                | 697,487          | 235,022               |                       | 136,413                  | 237,438          | 328,278               |                       | 45,573                   |
| 205 TIF District #3          | 219,448                  | 330,900          | 320,498               |                       | 229,850                  | 339,587          | 427,758               |                       | 141,679                  |
| 206 TIF District #4          | 13,096                   | 307,884          | 320,955               |                       | 25                       | 2,030,750        | 2,025,628             |                       | 5,147                    |
| 207 Community/Econ Dev       | 1,690,949                | 1,200,897        | 1,622,139             |                       | 1,269,707                | 3,631,551        | 4,726,859             |                       | 174,399                  |
| 211 ML King Center           | 113,868                  | 246,749          | 228,711               |                       | 131,906                  | 198,568          | 164,353               |                       | 166,121                  |
| 212 MLK Facility Improvement | 1,014,887                | 1,935,704        | 345,422               |                       | 2,605,169                | 1,512,022        | 2,958,128             |                       | 1,159,063                |
| 221 Motor Fuel Tax           | 751,943                  | 1,023,801        | 1,953,282             |                       | (177,536)                | 1,020,000        | 1,115,869             |                       | (273,407)                |
| 222 Foreign Fire Insurance   | 43,178                   | 30,652           | 43,000                |                       | 30,830                   | 30,808           | 27,024                |                       | 34,614                   |
| 223 Riverboat Gaming         | 2,126,073                | 5,130,960        | 2,763,168             |                       | 4,493,865                | 5,112,347        | 5,000,000             |                       | 4,606,212                |
| 224 State Drug Prevention    | 800,188                  | 50,006           | 80,355                |                       | 769,839                  | 42,568           | 159,238               |                       | 653,169                  |
| 225 DUI Fine Law             | 291,060                  | 5,631            | 235,826               |                       | 60,865                   | 25,709           | 9,026                 |                       | 77,548                   |
| 226 Court Supervision        | 35,438                   | 19,095           | -                     |                       | 54,533                   | 19,777           | 65,923                |                       | 8,387                    |
| 241 Dept of Justice Grant    | 26,256                   | 50,913           | 49,065                |                       | 28,104                   | 703              | -                     |                       | 28,807                   |
| 242 Block Grant              | (1,499)                  | 1,855,077        | 1,846,520             |                       | 7,058                    | 1,978,832        | 1,976,260             |                       | 9,630                    |
| 243 Federal Drug Prevention  | 8,910                    | 239              | 16,800                |                       | (7,651)                  | 30,000           | 18,000                |                       | 4,349                    |
| 244 Hghbrhd Stabilize ARRA   | -                        | 1,951,030        | 1,951,030             |                       | -                        | 1,181,970        | 1,181,970             |                       | 0                        |
| 251 Public Library           | 986,583                  | 2,343,933        | 2,343,933             |                       | 986,583                  | 2,353,189        | 2,415,320             |                       | 924,452                  |
| 271 Honor Guard Contrib      | 1,310                    | 50               | -                     |                       | 1,360                    | 34               | -                     |                       | 1,394                    |
| 272 DARE                     | 43,123                   | 1,062            | 13,346                |                       | 30,839                   | 644              | 10,140                |                       | 21,343                   |
| 273 Police Contribution      | 20,680                   | 7,657            | 5,765                 |                       | 22,572                   | 6,771            | 5,700                 |                       | 23,643                   |
| 274 Elderly Service Contrib  | 25,644                   | 21,231           | 20,701                |                       | 26,174                   | 22,113           | 21,423                |                       | 26,864                   |
| 275 RI Auxiliary Police      | 6,142                    | 3,001            | 7,740                 |                       | 1,403                    | 35               | -                     |                       | 1,438                    |
| 276 RI Labor Day Parade      | 2,354                    | 13,987           | 13,906                |                       | 2,435                    | 12,815           | 12,406                |                       | 2,844                    |
| 277 ESO Christmas Tour       | 3,504                    | 3,535            | 4,300                 |                       | 2,739                    | 3,612            | -                     |                       | 6,351                    |
| 279 Fire Donations           | 560.00                   | -                | -                     |                       | 560                      | 14               | -                     |                       | 574                      |
| 282 Federal Lead Grant       | 1,898                    | 128,400          | 128,400               |                       | 1,898                    | 186,047          | 186,000               |                       | 1,945                    |
| Special Revenue              | 9,246,240                | 22,025,628       | 17,036,424            | -                     | 14,235,444               | 22,439,047       | 27,206,593            | -                     | 9,467,898                |
| 301 Capital Improvements     | 6,313,906                | 7,357,885        | 7,047,786             |                       | 6,624,005                | 5,991,275        | 12,215,278            |                       | 400,002                  |
| 405 Debt Service             | 164,062                  | 1,527,063        | 1,474,184             |                       | 216,941                  | 2,041,030        | 2,153,154             |                       | 104,817                  |
| 501 Water Oper & Maint       | 220,462                  | 5,711,539        | 6,181,814             |                       | 371,700                  | 7,911,627        | 7,707,140             |                       | 1,200,674                |
| 506 Wastewater Oper/Maint    | 5,113,034                | 6,949,218        | 9,353,640             |                       | 3,221,682                | 12,339,439       | 13,644,310            |                       | 2,434,943                |
| 507 Stormwater Oper/Maint    | (60,889)                 | 1,582,707        | 1,676,385             |                       | (30,805)                 | 1,616,582        | 1,644,885             |                       | 69,386                   |

# Cash Flow Projection

## Table 13

|                              | Cash Balance | Cycle 19 Revenue | Cycle 19 Expenditures | Cycle 19 Depreciation | Cash Balance | Cycle 24 Revenue | Cycle 24 Expenditures | Cycle 24 Depreciation | Cash Balance |
|------------------------------|--------------|------------------|-----------------------|-----------------------|--------------|------------------|-----------------------|-----------------------|--------------|
|                              | 04/01/09     |                  |                       | 591100                | 04/01/10     |                  |                       | 591100                | 04/01/11     |
| 541 Sunset Marina            | 237,582      | 803,186          | 1,005,013             | 74,892                | 110,647      | 792,394          | 879,545               | 66,087                | 89,583       |
| 555 Park                     | 4,213,022    | 7,926,794        | 9,229,038             | 581,701               | 3,492,479    | 6,289,325        | 8,262,797             | 682,209               | 2,201,216    |
| 581 CDBG Loan Programs       | 139,617      | 112,320          | 266,942               | -                     | (15,005)     | 110,000          | 98,843                | -                     | (3,848)      |
| 582 State Affordable Housing | 3,450        | 132              | -                     | -                     | 3,582        | 90               | -                     | -                     | 3,672        |
| 583 Comm/Econ Dev Loans      | 184,180      | 4,061            | 200,550               | (12,309)              | (105,009)    | 7,850            | 100,550               | -                     | (105,009)    |
| 584 CIRLF                    | 288,965      | 493,228          | 654,270               | 127,923               | 466,954      | 564,550          | 564,550               | -                     | 30,327       |
| 585 MPF Endowment Loans      | 12,106       | 60,432           | 62,616                | 9,922                 | 2,500        | 24,000           | 24,000                | -                     | (11,578)     |
| Enterprise                   | 10,357,529   | 23,643,617       | 28,630,268            | 1,914,938             | 7,279,816    | 29,536,761       | 32,926,620            | 2,019,409             | 5,909,366    |
| 601 Fleet Services           | 1,276,807    | 3,659,974        | 3,768,093             | 604,023               | 1,772,711    | 3,503,270        | 4,530,518             | 576,428               | 1,321,891    |
| 606 Engineering              | (35,127)     | 1,402,418        | 1,328,898             | -                     | 38,393       | 1,285,810        | 1,305,227             | -                     | 18,976       |
| 609 Hydropower Plant         | 302,999      | 162,753          | 690,075               | 84,000                | (140,323)    | 332,687          | 272,245               | 41,270                | (38,611)     |
| 621 Self-Insurance           | 790,974      | 1,030,606        | 972,424               | -                     | 849,156      | 1,002,447        | 964,081               | -                     | 887,522      |
| 626 Employee Health Plan     | 1,524,576    | 4,618,953        | 4,400,862             | -                     | 1,742,667    | 4,665,078        | 4,622,654             | -                     | 1,785,091    |
| Internal Service             | 3,860,229    | 10,874,704       | 11,160,352            | 688,023               | 4,262,604    | 10,789,292       | 11,694,725            | 617,698               | 3,974,869    |
| 701 Fire Pension             | 18,116,002   | 2,665,721        | 3,515,774             | -                     | 17,265,949   | 2,848,773        | 3,227,137             | -                     | 16,887,585   |
| 706 Police Pension           | 21,536,411   | 3,111,857        | 3,309,815             | -                     | 21,338,453   | 3,229,816        | 2,979,081             | -                     | 21,589,188   |
| 711 Cafeteria Plan           | (3,881)      | 91,000           | 91,500                | -                     | (4,381)      | 93,000           | 93,000                | -                     | (4,381)      |
| Trust & Agency               | 39,648,532   | 5,868,578        | 6,917,089             | -                     | 38,600,021   | 6,171,589        | 6,239,218             | -                     | 38,472,392   |
| 901 MLK Activity             | 188,785      | 258,160          | 239,819               | -                     | 207,126      | 407,726          | 427,219               | -                     | 187,633      |
| 906 Dept of Human Services   | (81,820)     | 210,581          | 221,458               | -                     | (92,697)     | 181,901          | 179,723               | -                     | (90,519)     |
| 907 MLK Contributions        | 127,174      | -                | -                     | -                     | 127,174      | 408,179          | -                     | -                     | 535,353      |
| Component Unit               | 234,139      | 468,741          | 461,277               | -                     | 241,603      | 997,806          | 606,942               | -                     | 632,467      |
|                              | 75,542,610   | 103,298,823      | 104,288,521           | 2,602,961             | 77,155,873   | 111,191,843      | 126,270,033           | 2,637,107             | 64,714,790   |

Income Projection

Table 14

|                                | Unrestricted Fund Balance or Net Assets | Revenues    | Expenditures | Estimated Bond Proceeds | Estimated Loan Repayments | Estimated Loan Payments | Estimated Capital Improvements | Estimated Debt Principal | Unrestricted Fund Balance or Net Assets | Cycle 24 Revenue Expenditures | Cycle 24 Bond Proceeds | Cycle 24 Loan Repayments | Cycle 24 Loan Payments | Cycle 24 Capital Improvements | Cycle 24 Debt | Unrestricted Fund Balance or Net Assets | Net Income |
|--------------------------------|---|-------------|--------------|-------------------------|---------------------------|-------------------------|--------------------------------|--------------------------|---|-------------------------------|------------------------|--------------------------|------------------------|-------------------------------|---------------|---|------------|
|                                | P1:18:18                                | P1:18:18    | P1:18:18     | P1:18:18                | P1:18:18                  | P1:18:18                | P1:18:18                       | P1:18:18                 | P1:18:18                                | P1:18:18                      | P1:18:18               | P1:18:18                 | P1:18:18               | P1:18:18                      | P1:18:18      | P1:18:18                                | P1:18:18   |
| 101 General Fund               | 6,188,559                               | 31,532,567  | 31,591,141   |                         |                           |                         |                                |                          | 8,159,025                               | 33,228,043                    | 33,167,593             |                          |                        |                               | 6,232,565     | 57,540                                  |            |
| 201 Public Benefit             | 855,420                                 | 2,480,469   | 2,480,469    |                         |                           |                         |                                |                          | 667,401                                 | 23,448                        |                        |                          |                        |                               | 900,847       | 23,448                                  |            |
| 202 Local Park                 | 1,050,000                               | 1,050,000   | 1,050,000    |                         |                           |                         |                                |                          | 2,403,172                               | 4,351,610                     |                        |                          |                        |                               | 3,301,438     | 3,301,438                               |            |
| 203 Fire Department            | 1,375,297                               | 1,375,297   | 1,375,297    |                         |                           |                         |                                |                          | 1,375,297                               | 1,375,297                     |                        |                          |                        |                               | 1,375,297     | 1,375,297                               |            |
| 204 TIF District #2            | -339,000                                | 697,467     | 235,022      |                         |                           |                         |                                |                          | 271,435                                 | 328,278                       |                        |                          |                        |                               | 32,017        | (50,649)                                |            |
| 205 TIF District #4            | 135,826                                 | 330,000     | 330,000      |                         |                           |                         |                                |                          | 146,230                                 | 339,587                       |                        |                          |                        |                               | 59,059        | (69,171)                                |            |
| 206 TIF District #3            | 13,052                                  | 307,884     | 330,936      |                         |                           |                         |                                |                          | 2,000,750                               | 4,275,525                     |                        |                          |                        |                               | 5,100         | 5,100                                   |            |
| 207 Police Department          | 1,100,000                               | 1,100,000   | 1,100,000    |                         |                           |                         |                                |                          | 1,100,000                               | 1,100,000                     |                        |                          |                        |                               | 1,100,000     | 1,100,000                               |            |
| 211 Police Department          | 80,000                                  | 248,749     | 248,749      |                         |                           |                         |                                |                          | 1,172,011                               | 1,172,011                     |                        |                          |                        |                               | 151,869       | (1,000,000)                             |            |
| 212 MIA Facility Improvement   | 776,250                                 | 1,035,704   | 345,422      |                         |                           |                         |                                |                          | 2,308,548                               | 1,512,022                     |                        |                          |                        |                               | 833,442       | (1,446,100)                             |            |
| 221 Motor Fuel Tax             | 644,021                                 | 1,023,801   | 1,023,801    |                         |                           |                         |                                |                          | 45,460                                  | 1,020,000                     |                        |                          |                        |                               | (41,329)      | (5,869)                                 |            |
| 222 Foreign Fire Insurance     | 51,148                                  | 30,852      | 43,000       |                         |                           |                         |                                |                          | 40,800                                  | 30,800                        |                        |                          |                        |                               | 44,584        | 3,764                                   |            |
| 223 State Gaming               | 2,123,333                               | 5,120,000   | 2,760,185    |                         |                           |                         |                                |                          | 5,000,745                               | 5,112,347                     |                        |                          |                        |                               | 112,347       | 112,347                                 |            |
| 224 State Gaming               | 1,500,000                               | 1,500,000   | 1,500,000    |                         |                           |                         |                                |                          | 1,500,000                               | 1,500,000                     |                        |                          |                        |                               | 1,500,000     | 1,500,000                               |            |
| 225 DMV Fee Revenue            | 292,839                                 | 5,931       | 235,609      |                         |                           |                         |                                |                          | 62,843                                  | 25,709                        |                        |                          |                        |                               | 79,328        | (18,093)                                |            |
| 226 Court Supervision          | 35,438                                  | 19,059      | 35,438       |                         |                           |                         |                                |                          | 54,533                                  | 19,777                        |                        |                          |                        |                               | 3,367         | (46,146)                                |            |
| 241 Dept of Justice Grant      | 27,270                                  | 59,813      | 49,085       |                         |                           |                         |                                |                          | 1,976,832                               | 1,976,832                     |                        |                          |                        |                               | 702           | 702                                     |            |
| 242 Comm Dev Block Grant       | 1,055,000                               | 1,055,000   | 1,055,000    |                         |                           |                         |                                |                          | 1,055,000                               | 1,055,000                     |                        |                          |                        |                               | 1,055,000     | 1,055,000                               |            |
| 243 State Grant                | 9,000                                   | 1,851,000   | 1,851,000    |                         |                           |                         |                                |                          | 1,851,000                               | 1,851,000                     |                        |                          |                        |                               | 1,851,000     | 1,851,000                               |            |
| 244 Neighborhood Stabilization | 0                                       | 1,851,000   | 2,343,000    |                         |                           |                         |                                |                          | 2,353,169                               | 2,416,320                     |                        |                          |                        |                               | 672,764       | (62,131)                                |            |
| 251 Public Library             | 1,319                                   | 50          | 13,348       |                         |                           |                         |                                |                          | 734,895                                 | 34                            |                        |                          |                        |                               | 1,403         | 34                                      |            |
| 271 Honor Guard Contrib        | 43,416                                  | 1,892       | 1,892        |                         |                           |                         |                                |                          | 19,146                                  | 19,146                        |                        |                          |                        |                               | 21,058        | (9,695)                                 |            |
| 272 DMV Contributions          | 30,174                                  | 21,231      | 20,701       |                         |                           |                         |                                |                          | 21,423                                  | 21,423                        |                        |                          |                        |                               | 1,660         | 1,660                                   |            |
| 274 Sheriff's Office Contrib   | 8,189                                   | 3,001       | 7,740        |                         |                           |                         |                                |                          | 35                                      | 35                            |                        |                          |                        |                               | 1,465         | 35                                      |            |
| 275 RR Auxiliary Police        | 2,354                                   | 13,887      | 13,808       |                         |                           |                         |                                |                          | 12,815                                  | 12,815                        |                        |                          |                        |                               | 2,884         | 409                                     |            |
| 276 RR Labor Day Parade        | 3,526                                   | 3,535       | 4,300        |                         |                           |                         |                                |                          | 3,812                                   | 3,812                         |                        |                          |                        |                               | 6,375         | 3,812                                   |            |
| 277 ESO Christmas Tour         | 1,886                                   | 128,400     | 128,400      |                         |                           |                         |                                |                          | 186,047                                 | 186,047                       |                        |                          |                        |                               | 1,933         | 47                                      |            |
| 282 Federal Land Grant         | 8,534,399                               | 22,025,028  | 17,036,624   |                         |                           |                         |                                |                          | 13,523,043                              | 22,420,047                    |                        |                          |                        |                               | 8,759,453     | 44,767,560                              |            |
| 301 Capital Improvements       | 5,106,981                               | 7,357,895   | 7,047,789    |                         |                           |                         |                                |                          | 8,019,760                               | 5,967,275                     |                        |                          |                        |                               | (292,243)     | (6,224,001)                             |            |
| 405 Debt Service               | 171,543                                 | 1,527,993   | 1,474,184    |                         |                           |                         |                                |                          | 234,422                                 | 3,041,030                     |                        |                          |                        |                               | 112,296       | (112,124)                               |            |
| 501 Walker Over & Millik       | (528,862)                               | 5,711,539   | 6,161,814    |                         |                           |                         |                                |                          | -10,183                                 | 7,911,627                     |                        |                          |                        |                               | 530,461       | 540,644                                 |            |
| 506 Watermain Capital/Grant    | 2,070,208                               | 6,949,218   | 6,383,640    |                         |                           |                         |                                |                          | 5,100,321                               | 12,339,439                    |                        |                          |                        |                               | 8,952,863     | 3,462,832                               |            |
| 507 Watermain Capital/Grant    | 1,678,000                               | 1,678,000   | 1,678,000    |                         |                           |                         |                                |                          | 1,678,000                               | 1,678,000                     |                        |                          |                        |                               | 1,678,000     | 1,678,000                               |            |
| 541 Street Maintenance         | (82,789)                                | 803,186     | 1,035,813    |                         |                           |                         |                                |                          | -179,596                                | 792,264                       |                        |                          |                        |                               | 106,000       | 27,848                                  |            |
| 505 Park                       | 4,940,466                               | 7,928,794   | 9,229,038    |                         |                           |                         |                                |                          | 4,198,272                               | 6,262,787                     |                        |                          |                        |                               | 1,834,750     | 116,529                                 |            |
| 501 CDBG Loan Programs         | 1,988,727                               | 112,320     | 289,842      |                         |                           |                         |                                |                          | 1,110,679                               | 110,000                       |                        |                          |                        |                               | 1,134,036     | 23,367                                  |            |
| 502 State Affordable Housing   | 3,473                                   | 132         | 299,105      |                         |                           |                         |                                |                          | 3,865                                   | 90                            |                        |                          |                        |                               | 3,095         | 90                                      |            |
| 503 State Affordable Housing   | 2,700,000                               | 4,420,000   | 4,420,000    |                         |                           |                         |                                |                          | 2,700,000                               | 4,420,000                     |                        |                          |                        |                               | 1,720,000     | 1,720,000                               |            |
| 504 CDBG                       | 1,413,379                               | 493,228     | 664,270      |                         |                           |                         |                                |                          | 1,469,810                               | 494,864                       |                        |                          |                        |                               | 1,817,414     | 52,404                                  |            |
| 505 MPT Endowment Loans        | 195,139                                 | 80,432      | 62,818       |                         |                           |                         |                                |                          | 65,939                                  | 2,500                         |                        |                          |                        |                               | 34,439        | (21,500)                                |            |
| 601 Equipment Maintenance      | 1,468,027                               | 3,889,874   | 3,789,828    |                         |                           |                         |                                |                          | 2,108,860                               | 3,693,370                     |                        |                          |                        |                               | 2,793,138     | 534,078                                 |            |
| 605 Equipment/Part             | -162,311                                | 1,462,418   | 1,326,658    |                         |                           |                         |                                |                          | 40,291                                  | 1,365,610                     |                        |                          |                        |                               | (46,026)      | 1,863                                   |            |
| 609 Hydro-power Part           | -318,281                                | 182,763     | 600,075      |                         |                           |                         |                                |                          | -213,685                                | 332,687                       |                        |                          |                        |                               | 109,667       | (49,576)                                |            |
| 621 Self-Insurance             | 287,672                                 | 1,000,000   | 972,424      |                         |                           |                         |                                |                          | 346,054                                 | 1,002,447                     |                        |                          |                        |                               | 384,420       | 38,368                                  |            |
| 626 Employee Health Plan       | 1,076,708                               | 4,619,853   | 4,400,895    |                         |                           |                         |                                |                          | 1,295,799                               | 4,692,078                     |                        |                          |                        |                               | 1,331,223     | 42,424                                  |            |
| 701 Fire Pension               | 2,316,015                               | 10,674,024  | 11,169,252   |                         |                           |                         |                                |                          | 3,528,927                               | 10,769,252                    |                        |                          |                        |                               | 1,626,667     | 4,330,567                               |            |
| 706 Police Pension             | 23,267,366                              | 3,111,857   | 3,309,815    |                         |                           |                         |                                |                          | 2,009,410                               | 3,229,616                     |                        |                          |                        |                               | 18,465,445    | (379,364)                               |            |
| 711 California Plan            | -2,249                                  | 91,000      | 81,500       |                         |                           |                         |                                |                          | 83,000                                  | 83,000                        |                        |                          |                        |                               | 23,265,145    | 250,733                                 |            |
| 901 MIA Activity               | 174,153                                 | 258,140     | 239,819      |                         |                           |                         |                                |                          | 192,484                                 | 407,729                       |                        |                          |                        |                               | 173,001       | (19,462)                                |            |
| 908 Drug Prevention            | -58,866                                 | 210,591     | 221,458      |                         |                           |                         |                                |                          | -67,235                                 | 179,723                       |                        |                          |                        |                               | (66,557)      | 2,179                                   |            |
| 907 MIA Contributions          | 117,265                                 | 468,741     | 481,277      |                         |                           |                         |                                |                          | 468,179                                 | 997,668                       |                        |                          |                        |                               | 107,444       | (17,315)                                |            |
|                                | 77,228,053                              | 163,298,623 | 164,268,521  |                         |                           |                         |                                |                          | 111,191,643                             | 126,370,033                   |                        |                          |                        |                               | 14,390,342    | 79,482,271                              | 16,142,000 |

**Table 15**

**Transfers by Fund**

|     |  |                  |                    |
|-----|--|------------------|--------------------|
| 101 | General Fund                             |                  |                    |
|     | 202 TIF District #1                      | 10,000           |                    |
|     | 221 Motor Fuel Tax                       | 1,000,000        |                    |
|     | 223 Riverboat Gaming                     | 1,224,252        |                    |
|     | 251 Library                              | 45,555           |                    |
|     | 501 Water Operation and Maintenance      | 655,720          |                    |
|     | 506 Wastewater Operation and Maintenance | 351,345          |                    |
|     | 507 Stormwater Utility                   | 234,349          |                    |
|     | 541 Sunset Marina                        | 82,651           |                    |
|     | 555 Park                                 | 111,259          |                    |
|     | 581 Loans                                | 3,404            |                    |
|     | 601 Equipment Maintenance                | 245,182          |                    |
|     | 606 Engineering                          | 166,082          |                    |
|     | 626 Employee Health Plan                 | 3,882            | 4,133,681          |
|     | 211 MLK Center                           | <u>(40,000)</u>  |                    |
|     | 207 Community & Economic Development     | <u>(150,000)</u> |                    |
|     | 555 Parks                                | <u>(5,000)</u>   |                    |
|     | 606 Engineering                          | <u>(39,316)</u>  | <u>3,899,365</u>   |
| 201 | Public Benefit                           |                  |                    |
|     | 223 Riverboat Gaming                     | -                |                    |
|     | 405 Debt Service                         | -                |                    |
| 202 | TIF District #1                          |                  |                    |
|     | 101 General Fund                         | (10,000)         |                    |
|     | 207 Community & Economic Development     | (537,600)        |                    |
|     | 301 Capital Improvements                 | (120,000)        |                    |
|     | 405 Debt Service                         | (1,008,870)      |                    |
|     | 506 Wastewater                           | (105,343)        |                    |
|     | 555 Parks                                | <u>(187,000)</u> | <u>(1,968,813)</u> |
| 204 | TIF District #2                          |                  |                    |
|     | 405 Debt Service                         | (107,938)        |                    |
|     | 555 Parks                                | <u>(2,492)</u>   | <u>(110,430)</u>   |

**Table 15**

**Transfers by Fund**

|     |                                      |                  |                  |             |
|-----|--------------------------------------|------------------|------------------|-------------|
| 205 | TIF District #3                      |                  |                  |             |
|     | 211 MLK Center                       |                  | (12,000)         |             |
|     | 405 Debt Service                     |                  | (122,550)        |             |
|     | 555 Parks                            |                  | <u>(2,647)</u>   | (137,197)   |
| 207 | Community Development                |                  |                  |             |
|     | 101 General Fund                     | 150,000          |                  |             |
|     | 202 TIF District #1                  | 537,600          |                  |             |
|     | 223 Riverboat Gaming                 | 555,000          | 1,242,600        |             |
|     | 276 Labor Day Parade                 | <u>(8,500)</u>   |                  |             |
|     | 555 Parks                            | <u>(190,000)</u> | <u>(198,500)</u> | 1,044,100   |
| 211 | MLK Center                           |                  |                  |             |
|     | 101 General Fund                     |                  | 40,000           |             |
|     | 205 TIF District #3                  |                  | 12,000           |             |
|     | 242 Block Grant                      |                  | <u>131,312</u>   | 183,312     |
| 221 | Motor Fuel Tax                       |                  |                  |             |
|     | 101 General Fund                     |                  |                  | (1,000,000) |
| 223 | River Boat Gaming                    |                  |                  |             |
|     | 101 General Fund                     |                  | (1,224,252)      |             |
|     | 207 Community & Economic Development |                  | (555,000)        |             |
|     | 251 Library                          |                  | (21,900)         |             |
|     | 301 Capital Improvement              |                  | (2,610,248)      |             |
|     | 405 Debt Service                     |                  | (498,600)        |             |
|     | 555 Park                             |                  | <u>(90,000)</u>  | (5,000,000) |
| 242 | Block Grant                          |                  |                  |             |
|     | 211 MLK Center                       |                  | (131,312)        |             |
|     | 901 MLK Activity Fund                |                  | <u>(193,771)</u> | (325,083)   |
| 251 | Library                              |                  |                  |             |
|     | 223 Riverboat Gaming                 |                  | 21,900           |             |
|     | 101 General Fund                     |                  | (45,555)         | (23,655)    |

## Transfers by Fund

## Table 15

|  |  |                  |           |
|--|--|------------------|-----------|
| 276 Labor Day Parade                     |  |                  | 8,500     |
| 207 Community Development                |  |                  |           |
| 301 Capital Improvement                  |  | 120,000          |           |
| 202 TIF District #1                      |  | <u>2,610,248</u> | 2,730,248 |
| 223 Gaming                               |  |                  |           |
| 405 Debt Service                         |  | 1,008,870        |           |
| 202 TIF District #1                      |  | 107,938          |           |
| 204 TIF District #2                      |  | 122,550          |           |
| 205 TIF District #3                      |  | <u>498,600</u>   | 1,737,958 |
| 223 Gaming                               |  |                  |           |
| 501 Water Operation & Maintenance        |  | 163,000          |           |
| 506 Wastewater Operation and Maintenance |  | (655,720)        |           |
| 101 General Fund                         |  | <u>(39,316)</u>  | (532,036) |
| 606 Engineering                          |  |                  |           |
| 506 Wastewater Operation & Maintenance   |  | 105,343          |           |
| 202 TIF District #1                      |  | (351,345)        |           |
| 101 General Fund                         |  | (163,000)        |           |
| 501 Water Operation and Maintenance      |  | <u>(39,316)</u>  | (448,318) |
| 606 Engineering                          |  |                  |           |
| 507 Stormwater Utility                   |  | (234,349)        |           |
| 101 General Fund                         |  | <u>(39,316)</u>  | (273,665) |
| 606 Engineering                          |  |                  |           |
| 541 Sunset Marina                        |  |                  | (82,651)  |
| 101 General Fund                         |  |                  |           |
| 555 Park & Recreation                    |  | (111,259)        |           |
| 101 General Fund                         |  | <u>(18,000)</u>  | (129,259) |
| 601 Fleet Services                       |  |                  |           |

**Transfers by Fund**

**Table 15**

|  |         |           |
|--|---------|-----------|
| 101 General Fund                         | 5,000   |           |
| 202 TIF District #1                      | 187,000 |           |
| 204 TIF District #2                      | 2,492   |           |
| 205 TIF District #3                      | 2,647   |           |
| 207 Community & Economic Development     | 190,000 | 347,880   |
| 223 Riverboat Gaming                     | 90,000  | 477,139   |
| <hr/>                                    |         |           |
| 581 CDBG Loans                           |         | (3,404)   |
| 101 General Fund                         |         |           |
| <hr/>                                    |         |           |
| 601 Equipment Maintenance                |         | (245,182) |
| 101 General Fund                         |         | 18,000    |
| 555 Park                                 |         | (227,182) |
| <hr/>                                    |         |           |
| 606 Engineering                          |         | (166,082) |
| 101 General Fund                         | 39,316  |           |
| 101 General Fund                         | 39,316  |           |
| 501 Water Operation and Maintenance      | 39,316  |           |
| 506 Wastewater Operation and Maintenance | 39,316  |           |
| 507 Stormwater Utility                   | 39,316  | (8,818)   |
| <hr/>                                    |         |           |
| 626 Employee Health Plan                 |         | (3,882)   |
| 101 General Fund                         |         |           |
| <hr/>                                    |         |           |
| 901 MLK Center Activity Fund             |         | 193,771   |
| 242 Block Grant                          |         | -         |
| <hr/>                                    |         |           |
| <hr/>                                    |         |           |

Table 16

Debt Service Schedule  
As of 12/31/2010

| Issue Description  | Funding Source | Principal Date | Payment Date | Fiscal Year |         |         |         |         |         |         |         |         |      |      |      | Total |      |      |      |      |      |      |      |      |        |         |           |           |
|--|----------------|----------------|--------------|-------------|---------|---------|---------|---------|---------|---------|---------|---------|------|------|------|-------|------|------|------|------|------|------|------|------|--------|---------|-----------|-----------|
|  |                |                |              | 2011        | 2012    | 2013    | 2014    | 2015    | 2016    | 2017    | 2018    | 2019    | 2020 | 2021 | 2022 |       | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |        |         |           |           |
| Special Assessments Public Benefits<br>2001 G.O.<br>405-4106-318 | Water          | Interest       | Jun 1        | 18,784      | 13,187  | -       | -       | -       | -       | -       | -       | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | 79,011 |         |           |           |
|  |                | Interest       | Dec 1        | 40,764      | 13,187  | -       | -       | -       | -       | -       | -       | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 79,011    |           |
|  |                | Principal      | Dec 1        | 182,518     | 186,333 | -       | -       | -       | -       | -       | -       | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 374,851   |           |
| Special Assessments Public Benefits<br>2001 G.O.<br>405-4106-318 | Water          | Interest       | Jun 1        | 8,724       | 7,818   | 11,896  | 8,813   | 7,364   | 6,013   | 2,625   | -       | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | 63,861  |           |           |
|  |                | Interest       | Dec 1        | 9,734       | 7,818   | 11,896  | 8,813   | 7,364   | 6,013   | 2,625   | -       | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 63,861    |           |
|  |                | Principal      | Dec 1        | 95,000      | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 700,000   |           |
| Special Assessments Public Benefits<br>2001 G.O.<br>405-4106-318 | Water          | Interest       | Jun 1        | 8,949       | 4,528   | 1,737   | 818     | 458     | 319     | 164     | -       | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | 33,520  |           |           |
|  |                | Interest       | Dec 1        | 10,000      | 10,000  | 10,000  | 10,000  | 10,000  | 10,000  | 10,000  | 10,000  | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 100,000   |           |
|  |                | Principal      | Dec 1        | 51,000      | 60,000  | 60,000  | 60,000  | 60,000  | 60,000  | 60,000  | 60,000  | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 450,000   |           |
| Special Assessments Public Benefits<br>2001 G.O.<br>405-4106-318 | Water          | Interest       | Jun 1        | 61,213      | 54,688  | 47,006  | 40,737  | 31,250  | 24,484  | 17,291  | 8,859   | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | 249,568 |           |           |
|  |                | Interest       | Dec 1        | 147,920     | 147,920 | 147,920 | 147,920 | 147,920 | 147,920 | 147,920 | 147,920 | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 1,479,200 |           |
|  |                | Principal      | Dec 1        | 427,425     | 419,375 | 420,813 | 420,813 | 420,813 | 420,813 | 420,813 | 420,813 | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 3,719,375 |
| Special Assessments Public Benefits<br>2001 G.O.<br>405-4106-318 | Water          | Interest       | Jun 1        | 91,659      | 80,659  | 68,678  | 58,328  | 45,172  | 31,628  | 18,858  | 8,859   | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | 406,000 |           |           |
|  |                | Interest       | Dec 1        | 91,659      | 80,659  | 68,678  | 58,328  | 45,172  | 31,628  | 18,858  | 8,859   | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 406,000   |           |
|  |                | Principal      | Dec 1        | 650,000     | 625,000 | 625,000 | 625,000 | 625,000 | 625,000 | 625,000 | 625,000 | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 4,250,000 |
| Special Assessments Public Benefits<br>2001 G.O.<br>405-4106-318 | Water          | Interest       | Jun 1        | 37,319      | 378,219 | 618,815 | 627,656 | 619,344 | 617,375 | 628,313 | 427,719 | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 5,028,819 |           |
|  |                | Interest       | Dec 1        | 425         | 3,650   | 1,850   | -       | -       | -       | -       | -       | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 10,825    |
|  |                | Principal      | Dec 1        | 103,000     | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 300,000   |
| Special Assessments Public Benefits<br>2001 G.O.<br>405-4106-318 | Water          | Interest       | Jun 15       | 5,425       | 3,650   | 1,850   | -       | -       | -       | -       | -       | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 10,825    |           |
|  |                | Interest       | Dec 15       | 5,425       | 3,650   | 1,850   | -       | -       | -       | -       | -       | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 10,825    |
|  |                | Principal      | Dec 15       | 100,000     | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 300,000   |
| Special Assessments Public Benefits<br>2001 G.O.<br>405-4106-318 | Water          | Interest       | Jun 15       | 10,225      | 6,425   | 3,425   | 1,625   | 825     | 425     | 225     | 125     | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 55,110    |           |
|  |                | Interest       | Dec 15       | 10,225      | 6,425   | 3,425   | 1,625   | 825     | 425     | 225     | 125     | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 55,110    |
|  |                | Principal      | Dec 15       | 50,000      | 55,000  | 55,000  | 55,000  | 55,000  | 55,000  | 55,000  | 55,000  | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 500,000   |
| Special Assessments Public Benefits<br>2001 G.O.<br>405-4106-318 | Water          | Interest       | Jun 15       | 24,120      | 22,120  | 19,923  | 17,923  | 15,096  | 12,425  | 9,740   | 6,640   | 3,360   | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 131,025   |           |
|  |                | Interest       | Dec 15       | 24,120      | 22,120  | 19,923  | 17,923  | 15,096  | 12,425  | 9,740   | 6,640   | 3,360   | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 131,025   |
|  |                | Principal      | Dec 15       | 175,000     | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 1,750,000 |
| Special Assessments Public Benefits<br>2001 G.O.<br>405-4106-318 | Water          | Interest       | Jun 15       | 2,800       | 2,160   | 1,480   | 740     | 360     | 180     | 90      | 45      | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 7,160     |           |
|  |                | Interest       | Dec 15       | 2,800       | 2,160   | 1,480   | 740     | 360     | 180     | 90      | 45      | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 7,160     |
|  |                | Principal      | Dec 15       | 40,000      | 40,000  | 40,000  | 40,000  | 40,000  | 40,000  | 40,000  | 40,000  | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 400,000   |
| Special Assessments Public Benefits<br>2001 G.O.<br>405-4106-318 | Water          | Interest       | Jun 15       | 46,920      | 44,320  | 43,920  | 41,420  | -       | -       | -       | -       | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 182,560   |           |
|  |                | Interest       | Dec 15       | 46,920      | 44,320  | 43,920  | 41,420  | -       | -       | -       | -       | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 182,560   |
|  |                | Principal      | Dec 15       | 100,000     | 100,000 | 100,000 | 100,000 | -       | -       | -       | -       | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 400,000   |
| Special Assessments Public Benefits<br>2001 G.O.<br>405-4106-318 | Water          | Interest       | Jun 15       | 10,225      | 6,425   | 3,425   | 1,625   | 825     | 425     | 225     | 125     | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 55,110    |           |
|  |                | Interest       | Dec 15       | 10,225      | 6,425   | 3,425   | 1,625   | 825     | 425     | 225     | 125     | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 55,110    |
|  |                | Principal      | Dec 15       | 50,000      | 55,000  | 55,000  | 55,000  | 55,000  | 55,000  | 55,000  | 55,000  | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 500,000   |
| Special Assessments Public Benefits<br>2001 G.O.<br>405-4106-318 | Water          | Interest       | Jun 15       | 24,120      | 22,120  | 19,923  | 17,923  | 15,096  | 12,425  | 9,740   | 6,640   | 3,360   | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 131,025   |           |
|  |                | Interest       | Dec 15       | 24,120      | 22,120  | 19,923  | 17,923  | 15,096  | 12,425  | 9,740   | 6,640   | 3,360   | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 131,025   |
|  |                | Principal      | Dec 15       | 175,000     | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 1,750,000 |
| Special Assessments Public Benefits<br>2001 G.O.<br>405-4106-318 | Water          | Interest       | Jun 15       | 2,800       | 2,160   | 1,480   | 740     | 360     | 180     | 90      | 45      | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 7,160     |           |
|  |                | Interest       | Dec 15       | 2,800       | 2,160   | 1,480   | 740     | 360     | 180     | 90      | 45      | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 7,160     |
|  |                | Principal      | Dec 15       | 40,000      | 40,000  | 40,000  | 40,000  | 40,000  | 40,000  | 40,000  | 40,000  | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 400,000   |
| Special Assessments Public Benefits<br>2001 G.O.<br>405-4106-318 | Water          | Interest       | Jun 15       | 46,920      | 44,320  | 43,920  | 41,420  | -       | -       | -       | -       | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 182,560   |           |
|  |                | Interest       | Dec 15       | 46,920      | 44,320  | 43,920  | 41,420  | -       | -       | -       | -       | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 182,560   |
|  |                | Principal      | Dec 15       | 100,000     | 100,000 | 100,000 | 100,000 | -       | -       | -       | -       | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 400,000   |
| Special Assessments Public Benefits<br>2001 G.O.<br>405-4106-318 | Water          | Interest       | Jun 15       | 10,225      | 6,425   | 3,425   | 1,625   | 825     | 425     | 225     | 125     | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 55,110    |           |
|  |                | Interest       | Dec 15       | 10,225      | 6,425   | 3,425   | 1,625   | 825     | 425     | 225     | 125     | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 55,110    |
|  |                | Principal      | Dec 15       | 50,000      | 55,000  | 55,000  | 55,000  | 55,000  | 55,000  | 55,000  | 55,000  | -       | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 500,000   |
| Special Assessments Public Benefits<br>2001 G.O.<br>405-4106-318 | Water          | Interest       | Jun 15       | 24,120      | 22,120  | 19,923  | 17,923  | 15,096  | 12,425  | 9,740   | 6,640   | 3,360   | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | 131,025   |           |
|  |                | Interest       | Dec 15       | 24,120      | 22,120  | 19,923  | 17,923  | 15,096  | 12,425  | 9,740   | 6,640   | 3,360   | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 131,025   |
|  |                | Principal      | Dec 15       | 175,000     | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | -    | -    | -    | -     | -    | -    | -    | -    | -    | -    | -    | -    | -      | -       | -         | 1,750,000 |
| Special Assessments Public Benefits<br>2001 G.O.<br>405-4106-318 | Water          | Interest       | Jun 15       | 2,800       | 2,160   | 1,480   | 740     | 360     | 180     | 90      |         |         |      |      |      |       |      |      |      |      |      |      |      |      |        |         |           |           |





Revenue and Expense by Fund Type

Table 17

|                                | General Fund | Special Revenue | Debt Service | Capital Projects | Enterprise | Internal Service | Trust and Agency | Component Unit | Total FY 2011 | Total FY 2010 | Total FY 2009 | Total FY 2008 | Total FY 2007 | Total FY 2006 | Total FY 2005 |
|--------------------------------|--------------|-----------------|--------------|------------------|------------|------------------|------------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Revenue:                       |              |                 |              |                  |            |                  |                  |                |               |               |               |               |               |               |               |
| Property taxes                 | 7,456,631    | 6,694,310       | 236,431      |                  | 1,720,408  |                  |                  |                | 16,107,780    | 13,806,920    | 13,125,764    | 12,424,549    | 11,997,569    | 11,915,704    | 11,072,700    |
| Local taxes                    | 7,131,668    |                 | 62,670       |                  |            |                  |                  |                | 7,194,338     | 6,503,292     | 7,059,748     | 7,181,248     | 7,061,248     | 6,782,457     | 6,681,675     |
| State taxes                    | 6,378,998    | 6,050,000       |              |                  |            |                  |                  |                | 14,428,998    | 16,239,307    | 13,569,578    | 14,356,127    | 13,747,198    | 12,810,195    | 11,951,376    |
| Business license & permits     | 358,210      |                 |              |                  |            |                  |                  | 358,210        | 358,210       | 356,335       | 324,000       | 311,510       | 326,335       | 306,350       | 252,740       |
| Non-business license & permits | 470,100      |                 |              |                  | 850        |                  |                  | 470,950        | 470,950       | 484,545       | 444,500       | 442,700       | 442,900       | 442,734       | 399,924       |
| Grants                         | 300,849      | 5,005,100       |              | 2,254,027        | 678,000    | 45,000           |                  | 381,945        | 9,464,921     | 4,405,504     | 4,031,939     | 7,611,076     | 5,688,362     | 4,868,063     | 2,501,842     |
| Charges for services           | 4,804,351    | 571,425         |              | 35,000           | 17,024,863 | 125,430          |                  | 22,568,069     | 21,071,639    | 19,321,369    | 18,361,297    | 17,188,200    | 17,188,200    | 15,689,995    | 15,121,029    |
| Program fees                   |              | 1,350           |              |                  | 389,140    |                  |                  | 392,740        | 392,740       | 375,435       | 341,670       | 333,699       | 307,959       | 306,774       | 309,923       |
| Concessions                    |              |                 |              |                  | 447,034    |                  |                  | 447,034        | 447,034       | 443,668       | 434,628       | 437,978       | 429,734       | 417,199       | 406,930       |
| Rents and royalties            | 31,000       | 32,352          |              |                  | 748,325    |                  |                  | 811,677        | 796,330       | 835,273       | 862,041       | 783,134       | 752,940       | 654,347       | 654,347       |
| Employer contribution          |              |                 |              |                  | 3,727,330  | 4,231,785        |                  | 7,959,115      | 7,262,809     | 6,432,272     | 6,110,871     | 5,963,645     | 5,673,844     | 4,848,668     | 4,848,668     |
| Retiree contribution           |              |                 |              |                  | 1,004,150  | 988,184          |                  | 1,992,374      | 1,886,100     | 1,753,756     | 1,724,379     | 1,691,111     | 1,648,438     | 1,625,990     | 1,625,990     |
| Engineering                    |              |                 |              |                  | 736,482    |                  |                  | 736,482        | 740,288       | 705,725       | 648,996       | 673,963       | 777,206       | 662,667       | 662,667       |
| Equipment maintenance          |              |                 |              |                  | 1,107,938  |                  |                  | 1,107,938      | 1,186,588     | 1,170,865     | 1,109,750     | 1,061,000     | 1,061,000     | 851,000       | 851,000       |
| Hydroplant                     |              |                 |              |                  | 3,389,565  |                  |                  | 3,389,565      | 3,563,880     | 3,034,087     | 2,862,055     | 2,688,039     | 2,416,529     | 2,129,803     | 2,129,803     |
| Transfers for charges          | 1,842,769    |                 |              |                  | 163,000    |                  |                  | 2,005,769      | 2,005,769     | 2,074,719     | 1,761,738     | 1,456,980     | 1,424,856     | 1,367,209     | 1,367,209     |
| Investments and loans          | 142,371      | 307,598         | 3,971        |                  | 720,092    | 103,906          |                  | 1,174,938      | 1,174,938     | 1,174,938     | 5,320,826     | 2,944,868     | 2,796,734     | 2,990,341     | 2,990,341     |
| Contributions and donations    |              | 1,517,250       |              |                  | 18,150     |                  |                  | 1,535,400      | 1,535,400     | 1,369,268     | 582,960       | 509,315       | 190,652       | 123,810       | 151,510       |
| Reimbursements                 | 84           |                 |              |                  |            |                  |                  | 84             | 84            | 100           | 300           | 300           | 708           | 758           | 708           |
| Proceeds from LT liabilities   | 6,000        |                 |              |                  |            |                  |                  | 6,000          | 6,000         | 2,450         | -             | -             | -             | -             | 1,025         |
| Operating transfers            | 2,290,912    | 1,456,312       | 1,737,958    | 972,000          | 7,000,000  | 18,000           |                  | 9,009,683      | 9,009,683     | 16,559,000    | 3,037         | 5,653,000     | 5,653,000     | -             | 550,000       |
| Other                          | 11,100       | 3,350           |              | 2,730,248        | 592,482    | 47,417           |                  | 193,771        | 193,771       | 6,343,269     | 6,055,748     | 7,059,684     | 7,030,699     | 7,352,694     | 6,895,457     |
| Revenue 2010/11                | 33,225,043   | 22,439,047      | 2,041,030    | 5,991,275        | 29,536,761 | 10,789,292       | 6,171,569        | 997,806        | 111,191,843   | 102,206,614   | 103,370,095   | 89,564,187    | 87,377,615    | 77,482,594    | 71,504,594    |
| Revenue 2009/10                | 31,707,406   | 19,377,764      | 1,378,303    | 8,116,559        | 24,218,633 | 11,070,640       | 5,868,578        | 468,741        | 102,206,614   | 94,400,000    | 16,559,000    | 3,037         | 5,653,000     | -             | 550,000       |
| Revenue 2008/09                | 30,560,181   | 16,457,278      | 883,541      | 13,172,567       | 22,499,942 | 12,013,955       | 7,246,801        | 535,830        | 103,370,095   | 6,343,269     | 6,055,748     | 7,059,684     | 7,030,699     | 7,352,694     | 6,895,457     |
| Revenue 2007/08                | 30,204,080   | 16,637,559      | 747,588      | 6,434,480        | 18,733,083 | 9,086,654        | 7,259,701        | 451,042        | 89,564,187    | 17,813        | 76,289        | 131,021       | 50,301        | 25,211        | 37,186        |
| Revenue 2006/07                | 27,709,361   | 17,703,137      | 1,036,256    | 3,326,000        | 22,980,817 | 9,144,725        | 5,133,811        | 343,508        | 87,377,615    | 179,813       | 324,000       | 311,510       | 326,335       | 306,350       | 252,740       |
| Revenue 2005/06                | 26,721,845   | 15,125,060      | 1,777,613    | 3,818,597        | 15,650,102 | 9,061,782        | 4,898,677        | 407,878        | 77,482,594    | 115,786       | 444,500       | 442,700       | 442,900       | 442,734       | 399,924       |
| 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    | 300           | 300           | 300           | 708           | 758           | 708           |
| Difference from 2009/10        | 1,517,637    | 3,061,283       | 662,727      | (2,125,284)      | 5,316,128  | (281,348)        | 303,011          | 529,065        | 8,990,229     | 8,836,604     | 8,315,095     | 8,064,503     | 7,784,916     | 7,037,100     | 6,353,594     |
| Percent change from 2010/11    | 5.0%         | 18.6%           | 75.0%        | -16.1%           | 23.6%      | -2.3%            | 4.2%             | 98.7%          | 8.7%          | 8.7%          | 8.7%          | 8.7%          | 8.7%          | 8.7%          | 8.7%          |

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 2011       | Total FY 2010     | Total FY 2009     | Total FY 2008     | Total FY 2007     | Total FY 2006     | Total FY 2005     |
|-------------------------------|-------------------|--------------------|------------------|--------------------|--------------------|-------------------|------------------|----------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Expense:</b>               |                   |                    |                  |                    |                    |                   |                  |                |                     |                   |                   |                   |                   |                   |                   |
| Personnel                     | 22,775,169        | 2,519,269          |                  |                    | 6,723,233          | 2,016,963         | 6,180,618        | 310,652        | 40,525,904          | 36,720,879        | 36,720,879        | 35,266,691        | 33,908,641        | 32,566,987        | 30,426,734        |
| Supplies                      | 1,303,249         | 209,100            |                  |                    | 1,951,831          | 1,074,396         | 100              | 59,445         | 4,603,121           | 4,675,903         | 4,675,903         | 4,549,184         | 4,409,730         | 3,768,409         | 2,900,041         |
| Services                      | 6,872,350         | 1,960,923          | 20,480           | 5,749,740          | 3,890,764          | 5,748,522         | 106,400          | 44,340         | 24,393,519          | 23,460,472        | 23,460,472        | 21,555,139        | 17,874,455        | 21,642,716        | 20,585,273        |
| Other                         | 170,645           | 1,580,540          | 156              |                    | 138,001            | 16,435            | 12,100           | 42,505         | 1,870,382           | 1,654,346         | 1,654,346         | 1,823,608         | 1,697,285         | 1,418,486         | 1,193,544         |
| Programs                      | 50,800            | 5,951,798          |                  |                    | 846,414            |                   |                  |                | 6,851,012           | 5,256,214         | 5,256,214         | 5,769,704         | 4,601,689         | 4,406,710         | 3,885,468         |
| Capital                       | 150,000           | 5,939,385          |                  |                    | 12,817,916         | 1,572,426         |                  | 150,000        | 27,095,265          | 11,588,565        | 11,588,565        | 12,337,151        | 8,629,841         | 8,204,027         | 7,199,322         |
| Debt                          |                   |                    | 2,132,518        |                    | 2,654,376          | 173,139           |                  |                | 4,960,033           | 2,438,138         | 2,438,138         | 2,549,792         | 2,830,456         | 3,208,652         | 4,107,319         |
| Transfers                     | 234,316           | 8,785,578          |                  |                    | 1,737,676          | 415,146           |                  |                | 11,172,716          | 8,125,509         | 8,125,509         | 8,821,422         | 8,487,689         | 8,777,590         | 8,262,666         |
| Depreciation                  |                   |                    |                  |                    | 2,019,409          | 617,698           |                  |                | 2,637,107           | 3,110,935         | 3,110,935         | 2,875,935         | 2,771,042         | 2,752,105         | 3,078,534         |
| Contingency/Other             | 1,605,974         | 250,000            |                  |                    | 145,000            | 60,000            |                  |                | 2,060,974           | 1,014,188         | 1,014,188         | 1,009,188         | 889,000           | 940,000           | 240,000           |
| <b>Expense 2010/11</b>        | <b>33,167,503</b> | <b>27,206,593</b>  | <b>2,153,154</b> | <b>12,215,278</b>  | <b>32,925,620</b>  | <b>11,684,725</b> | <b>6,299,218</b> | <b>605,942</b> | <b>126,270,033</b>  | <b>98,045,149</b> | <b>98,045,149</b> | <b>96,559,614</b> | <b>86,100,128</b> | <b>87,585,681</b> | <b>81,878,907</b> |
| Expense 2009/10               | 31,707,406        | 19,206,622         | 1,325,424        | 9,335,143          | 27,767,495         | 10,036,806        | 6,917,089        | 431,208        | 106,729,193         |                   |                   |                   |                   |                   |                   |
| 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          | 7,629,644          | 23,479,244         | 9,489,320         | 5,107,950        | 363,197        | 96,559,614          |                   |                   |                   |                   |                   |                   |
| Expense 2006/07               | 27,558,406        | 17,873,349         | 1,248,545        | 4,442,790          | 20,925,832         | 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 2009/10       | 1,460,097         | 7,999,971          | 827,730          | 2,880,135          | 5,158,125          | 1,655,919         | (617,871)        | 175,734        | 19,540,840          |                   |                   |                   |                   |                   |                   |
| Percent change from 2010/11   | 4.8%              | 40.4%              | 97.5%            | 63.6%              | 20.9%              | 13.9%             | -12.1%           | 40.1%          | 19.9%               |                   |                   |                   |                   |                   |                   |
| <b>Cash flow 2010/11:</b>     |                   |                    |                  |                    |                    |                   |                  |                |                     |                   |                   |                   |                   |                   |                   |
| Revenue less expense          | 57,540            | (4,767,546)        | (112,124)        | (6,224,003)        | (3,389,859)        | (905,433)         | (127,629)        | 390,864        | (15,078,190)        |                   |                   |                   |                   |                   |                   |
| Add back depreciation         | -                 | -                  | -                | -                  | 2,019,409          | 617,698           | -                | -              | 2,637,107           |                   |                   |                   |                   |                   |                   |
| <b>Budgeted cash flow</b>     | <b>57,540</b>     | <b>(4,767,546)</b> | <b>(112,124)</b> | <b>(6,224,003)</b> | <b>(1,370,450)</b> | <b>(287,735)</b>  | <b>(127,629)</b> | <b>390,864</b> | <b>(12,441,083)</b> |                   |                   |                   |                   |                   |                   |
| <b>Income (loss) 2010/11:</b> |                   |                    |                  |                    |                    |                   |                  |                |                     |                   |                   |                   |                   |                   |                   |
| Revenue less expense          | 57,540            | (4,767,546)        | (112,124)        | (6,224,003)        | (3,389,859)        | (905,433)         | (127,629)        | 390,864        | (15,078,190)        |                   |                   |                   |                   |                   |                   |
| Loan repayments received      |                   |                    |                  |                    | 470,443            |                   |                  |                | 470,443             |                   |                   |                   |                   |                   |                   |
| Loans issued                  |                   |                    |                  |                    | 1,009,374          |                   |                  |                | 1,009,374           |                   |                   |                   |                   |                   |                   |
| Capital outlay                |                   |                    |                  |                    | 12,817,916         | 1,572,426         |                  | 150,000        | 14,540,342          |                   |                   |                   |                   |                   |                   |
| Debt principal                |                   |                    |                  |                    | 1,230,000          | 105,667           |                  |                | 1,336,667           |                   |                   |                   |                   |                   |                   |
| <b>Budgeted income (loss)</b> | <b>57,540</b>     | <b>(4,767,546)</b> | <b>(112,124)</b> | <b>(6,224,003)</b> | <b>11,196,988</b>  | <b>773,660</b>    | <b>(127,629)</b> | <b>540,864</b> | <b>1,337,750</b>    |                   |                   |                   |                   |                   |                   |

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

**Table 18**

|   | Budget<br>2006 | Budget<br>2007 | Budget<br>2008 | Budget<br>2009 | Budget<br>2010 | Budget<br>2011 | Var       |
|---|----------------|----------------|----------------|----------------|----------------|----------------|-----------|
| <b>Mayor &amp; Council</b>                | 8              | 8              | 8              | 8              | 8              | 8              | 0         |
| <b>City Clerk</b>                         | 1              | 1              | 1              | 1              | 2              | 2              | 0         |
| <b>General Administration</b>             | 2              | 2              | 2              | 2              | 2              | 2              | 0         |
| <b>Administrative Services</b>            | 0              | 0              | 0              | 0              | 11             | 11             | 0         |
| Personnel                                 | 0              | 0              | 0              | 0              | 4              | 4              | 0         |
| Information Technology                    | 0              | 0              | 0              | 0              | 7              | 7              | 0         |
| <b>Personnel</b>                          | 4              | 4              | 4              | 4              | 0              | 0              | 0         |
| <b>Finance</b>                            | 10             | 10             | 10             | 10             | 10             | 10             | 0         |
| Administration                            | 2              | 2              | 2              | 2              | 1              | 1              | 0         |
| Customer Service                          | 4              | 4              | 4              | 4              | 4              | 4              | 0         |
| Accounting                                | 4              | 4              | 4              | 4              | 5              | 5              | 0         |
| <b>Information Technology</b>             | 7              | 8              | 8              | 8              | 0              | 0              | 0         |
| <b>Community/Economic<br/>Development</b> | 22             | 23             | 23             | 23             | 22             | 23             | 1         |
| Administration                            | 2              | 2              | 2              | 1              | 1              | 1              | 0         |
| Economic Dev                              | 2              | 2              | 2              | 2              | 2              | 2              | 0         |
| Planning/Redev                            | 8              | 9              | 9              | 10             | 9              | 9              | 0         |
| Inspection                                | 10             | 10             | 10             | 10             | 10             | 11             | 1         |
| <b>ML King Center</b>                     | 7              | 6              | 6              | 6              | 5              | 22             | 17        |
| Full Time                                 | 7              | 6              | 6              | 6              | 5              | 5              | 0         |
| Part Time                                 | 0              | 0              | 0              | 0              | 0              | 17             | 17        |
| <b>Police</b>                             | 112            | 112            | 112            | 112            | 112            | 112            | 0         |
| Administration                            | 3              | 3              | 3              | 3              | 3              | 4              | 1         |
| Operations                                | 58             | 59             | 59             | 59             | 59             | 58             | -1        |
| Investigations                            | 24             | 23             | 23             | 23             | 23             | 23             | 0         |
| Staff Support                             | 27             | 27             | 27             | 27             | 27             | 27             | 0         |
| <b>Fire</b>                               | 62             | 61             | 61             | 61             | 61             | 61             | 0         |
| Administration                            | 3              | 6              | 6              | 6              | 3              | 3              | 0         |
| Emergency/Disaster                        | 21             | 17             | 17             | 17             | 13             | 13             | 0         |
| Fire Prevention                           | 1              | 1              | 1              | 1              | 1              | 1              | 0         |
| Ambulance                                 | 37             | 37             | 37             | 37             | 44             | 44             | 0         |
| <b>Public Works</b>                       | 117            | 116            | 115            | 116            | 121            | 118            | -3        |
| Administration                            | 35             | 37             | 32             | 34             | 34             | 33             | -1        |
| Municipal Services                        | 27             | 24             | 27             | 29             | 28             | 27             | -1        |
| Utilities Operation                       | 27             | 27             | 26             | 26             | 26             | 25             | -1        |
| Equipment Maint                           | 16             | 16             | 19             | 16             | 16             | 16             | 0         |
| Engineering                               | 12             | 12             | 11             | 11             | 17             | 17             | 0         |
| <b>City Total</b>                         | <b>352</b>     | <b>351</b>     | <b>350</b>     | <b>351</b>     | <b>343</b>     | <b>358</b>     | <b>15</b> |

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

**Table 18**

|                               | Budget<br>2006 | Budget<br>2007 | Budget<br>2008 | Budget<br>2009 | Budget<br>2010 | Budget<br>2011 | Var        |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|------------|
| <b>Parks &amp; Recreation</b> | <b>254</b>     | <b>255</b>     | <b>256</b>     | <b>256</b>     | <b>258</b>     | <b>221</b>     | <b>-37</b> |
| Full Time                     | 29             | 30             | 31             | 31             | 31             | 31             | 0          |
| Part Time                     | 61             | 61             | 61             | 61             | 63             | 53             | -10        |
| Seasonal                      | 164            | 164            | 164            | 164            | 164            | 137            | -27        |
| <b>Library</b>                | <b>41</b>      | <b>41</b>      | <b>41</b>      | <b>41</b>      | <b>43</b>      | <b>43</b>      | <b>0</b>   |
| <b>Grand Total</b>            | <b>647</b>     | <b>647</b>     | <b>647</b>     | <b>648</b>     | <b>644</b>     | <b>622</b>     | <b>-22</b> |

## Full Time Equivalent by Cost Center

### Table 19

|                                       | Budget<br>2006 | Budget<br>2007 | Budget<br>2008 | Budget<br>2009 | Budget<br>2010 | Budget<br>2011 | Variance |
|---------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------|
| <b>Mayor and Council</b>              | 8.00           | 8.00           | 8.00           | 8.00           | 8.00           | 8.00           | -        |
| <b>City Clerk</b>                     | 1.00           | 1.00           | 1.00           | 1.00           | 1.50           | 1.40           | (0.10)   |
| <b>General Administration</b>         | 2.00           | 2.00           | 2.00           | 2.00           | 2.00           | 2.00           | -        |
| <b>Administrative Services</b>        |                |                |                |                |                |                |          |
| Administration                        | -              | -              | -              | -              | -              | 3.00           | 3.00     |
| Personnel Services                    | -              | -              | -              | -              | -              | 1.00           | 1.00     |
| Insurance                             | -              | -              | -              | -              | -              | 1.00           | 1.00     |
| IT Services                           | -              | -              | -              | -              | -              | 6.00           | 6.00     |
| GIS                                   | -              | -              | -              | -              | -              | -              | -        |
|                                       | -              | -              | -              | -              | -              | 11.00          | 11.00    |
| <b>Personnel</b>                      |                |                |                |                |                |                |          |
| Administration                        | 2.20           | 2.20           | 2.20           | 2.20           | 2.20           | -              | (2.20)   |
| Personnel Services                    | 0.40           | 0.40           | 0.40           | 0.40           | 0.40           | -              | (0.40)   |
| Insurance                             | 1.40           | 1.40           | 1.40           | 1.40           | 1.40           | -              | (1.40)   |
|                                       | 4.00           | 4.00           | 4.00           | 4.00           | 4.00           | -              | (4.00)   |
| <b>Finance</b>                        |                |                |                |                |                |                |          |
| Administration                        | 2.00           | 2.00           | 2.00           | 2.00           | 1.00           | 1.25           | 0.25     |
| Customer Service                      | 4.00           | 4.00           | 4.00           | 4.00           | 4.00           | 4.00           | -        |
| Accounting                            | 4.00           | 4.00           | 4.00           | 4.00           | 5.00           | 5.00           | -        |
|                                       | 10.00          | 10.00          | 10.00          | 10.00          | 10.00          | 10.25          | 0.25     |
| <b>Information Technology</b>         |                |                |                |                |                |                |          |
| Administration                        | 2.10           | 2.30           | 2.35           | 2.35           | 1.30           | -              | (1.30)   |
| Services                              | 4.80           | 5.50           | 5.40           | 5.40           | 5.35           | -              | (5.35)   |
| GIS                                   | 0.10           | 0.20           | 0.25           | 0.25           | 0.35           | -              | (0.35)   |
|                                       | 7.00           | 8.00           | 8.00           | 8.00           | 7.00           | -              | (7.00)   |
| <b>Community/Economic Development</b> |                |                |                |                |                |                |          |
| Administration                        | 1.27           | 1.27           | 0.92           | 0.60           | 0.50           | 0.50           | -        |
| Economic Development                  | 2.49           | 2.63           | 2.28           | 2.60           | 2.80           | 2.80           | -        |
| Planning/Zoning/Historic Preservation | 6.15           | 6.58           | 6.43           | 6.43           | 6.26           | 6.52           | 0.26     |
| Neighborhood Redevelopment            | 2.09           | 2.95           | 2.80           | 2.80           | 1.90           | 1.90           | -        |
| Inspection                            | 7.25           | 6.00           | 5.85           | 5.85           | 5.85           | 5.85           | -        |
| Rental Inspection                     | 2.75           | 4.00           | 4.15           | 4.15           | 4.15           | 5.15           | 1.00     |
|                                       | 22.00          | 23.43          | 22.43          | 22.43          | 21.46          | 22.72          | 1.26     |
| <b>Martin Luther King Jr. Center</b>  |                |                |                |                |                |                |          |
| Administration                        | 1.70           | 1.70           | 1.10           | 1.10           | 1.15           | 1.15           | -        |
| Sponsored Programs                    | 4.30           | 4.30           | 4.90           | 4.90           | 3.85           | 6.68           | 2.83     |
|                                       | 6.00           | 6.00           | 6.00           | 6.00           | 5.00           | 7.83           | 2.83     |
| <b>Police</b>                         |                |                |                |                |                |                |          |
| Administration                        | 3.00           | 3.00           | 3.00           | 3.00           | 3.00           | 4.00           | 1.00     |
| Patrol                                | 57.80          | 58.80          | 58.80          | 58.80          | 58.48          | 56.00          | (2.48)   |
| Community Services                    | 3.40           | 3.40           | 3.45           | 3.45           | 3.45           | 3.45           | -        |
| Auxiliary Police                      | 0.20           | 0.20           | 0.20           | 0.20           | 0.17           | -              | (0.17)   |
| Resource Services                     | 3.08           | 3.08           | 2.53           | 2.53           | 2.53           | 2.53           | -        |
| Communications                        | 12.84          | 12.84          | 13.16          | 13.16          | 13.16          | 13.16          | -        |
| Technical Services                    | 2.44           | 2.44           | 2.38           | 2.38           | 2.38           | 2.38           | -        |

**Full Time Equivalent by Cost Center**

**Table 19**

|                               | Budget<br>2006 | Budget<br>2007 | Budget<br>2008 | Budget<br>2009 | Budget<br>2010 | Budget<br>2011 | Variance      |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|
| Records                       | 5.24           | 5.24           | 5.48           | 5.48           | 5.48           | 5.48           | -             |
| Major Crime                   | 10.25          | 10.25          | 10.25          | 10.25          | 10.40          | 10.40          | -             |
| Narcotics/Vice                | 6.30           | 5.30           | 5.30           | 5.30           | 5.40           | 7.30           | 1.90          |
| Juvenile                      | 7.45           | 7.45           | 7.45           | 7.45           | 7.55           | 7.30           | (0.25)        |
|                               | <u>112.00</u>  | <u>112.00</u>  | <u>112.00</u>  | <u>112.00</u>  | <u>112.00</u>  | <u>112.00</u>  | -             |
| <b>Fire</b>                   |                |                |                |                |                |                |               |
| Administration                | 9.27           | 9.16           | 9.16           | 10.16          | 9.16           | 9.16           | -             |
| Emergency/Disaster Services   | 21.66          | 21.28          | 21.28          | 21.28          | 21.28          | 21.28          | -             |
| Fire Prevention               | 7.27           | 7.16           | 7.16           | 7.16           | 7.16           | 7.16           | -             |
| Ambulance                     | 23.80          | 23.40          | 23.40          | 22.40          | 23.40          | 23.40          | -             |
|                               | <u>62.00</u>   | <u>61.00</u>   | <u>61.00</u>   | <u>61.00</u>   | <u>61.00</u>   | <u>61.00</u>   | -             |
| <b>Public Works</b>           |                |                |                |                |                |                |               |
| Administration                | 19.61          | 21.39          | 21.13          | 20.70          | 20.65          | 19.98          | (0.67)        |
| Street Maintenance & Repair   | 7.53           | 7.40           | 7.77           | 9.00           | 8.22           | 7.57           | (0.65)        |
| Snow & Ice Control            | 0.69           | 0.65           | 0.58           | 0.73           | 0.68           | 0.64           | (0.04)        |
| Refuse Collection             | 9.62           | 6.97           | 8.04           | 8.02           | 8.02           | 8.02           | -             |
| Levee/ROW Maintenance         | 7.30           | 7.60           | 6.99           | 7.78           | 6.52           | 6.01           | (0.51)        |
| Water Distribution            | 14.60          | 14.25          | 13.93          | 14.03          | 14.28          | 14.28          | -             |
| Wastewater Collection         | 2.80           | 2.79           | 2.92           | 2.90           | 2.87           | 2.87           | -             |
| Motor Vehicle Parking         | 2.96           | 2.83           | 1.58           | 1.58           | 1.53           | 1.53           | -             |
| Water Treatment               | 11.12          | 11.12          | 11.12          | 10.98          | 11.08          | 10.98          | (0.10)        |
| Wastewater Treatment          | 9.72           | 9.72           | 9.72           | 9.58           | 9.68           | 9.08           | (0.60)        |
| Equipment Replacement         | -              | -              | -              | -              | -              | -              | -             |
| Fleet Services                | 9.25           | 9.25           | 9.25           | 9.20           | 9.15           | 9.15           | -             |
| Electrical Maintenance        | 3.00           | 3.00           | 3.00           | 3.00           | 2.45           | 2.45           | -             |
| Engineering Services          | 12.27          | 11.24          | 11.25          | 10.98          | 10.98          | 10.55          | (0.43)        |
| Building Maintenance          | 1.55           | 1.70           | 1.70           | 1.20           | 1.95           | 2.10           | 0.15          |
| Sunset Marina                 | 2.31           | 1.86           | 1.86           | 1.24           | 1.24           | 1.24           | -             |
| Hydroelectric Plant           | -              | -              | -              | 0.25           | 0.30           | 0.15           | (0.15)        |
| Stormwater                    | 4.40           | 5.96           | 5.89           | 6.56           | 7.13           | 7.13           | -             |
|                               | <u>118.73</u>  | <u>117.73</u>  | <u>116.73</u>  | <u>117.73</u>  | <u>116.73</u>  | <u>113.73</u>  | <u>(3.00)</u> |
| <b>Parks &amp; Recreation</b> |                |                |                |                |                |                |               |
| Administration                | 3.28           | 3.50           | 3.50           | 3.50           | 3.50           | 2.25           | (1.25)        |
| Park Maintenance              | 13.46          | 17.03          | 18.23          | 19.16          | 18.02          | 15.17          | (2.85)        |
| Recreation Programs           | 17.60          | 16.47          | 16.39          | 16.63          | 15.88          | 11.23          | (4.65)        |
| Highland Springs Golf         | 13.93          | 14.45          | 14.45          | 14.41          | 14.41          | 14.18          | (0.23)        |
| Saukie Golf                   | 10.11          | 10.34          | 10.24          | 10.28          | 10.28          | 9.66           | (0.62)        |
| Golf Pro Shop                 | 0.57           | 0.26           | 0.26           | 0.26           | 0.26           | 0.14           | (0.12)        |
| Whitewater Junction           | 7.35           | 8.06           | 8.00           | 8.25           | 8.57           | 7.09           | (1.48)        |
| RI Fitness Center             | 13.56          | 14.43          | 14.93          | 14.67          | 15.80          | 17.01          | 1.21          |
| Riverfront Park               | -              | -              | -              | -              | -              | 1.77           | 1.77          |
|                               | <u>79.86</u>   | <u>84.54</u>   | <u>86.00</u>   | <u>87.16</u>   | <u>86.72</u>   | <u>78.50</u>   | <u>(8.22)</u> |
| <b>Library</b>                |                |                |                |                |                |                |               |
| Administration                | 2.00           | 2.00           | 2.00           | 2.00           | 2.00           | 2.00           | -             |
| Main Library                  | 21.38          | 21.38          | 21.38          | 20.48          | 22.36          | 22.36          | -             |
| 30/31 Library                 | 4.00           | 4.00           | 4.00           | 4.00           | 4.00           | 4.00           | -             |
| Southwest Library             | 2.75           | 2.75           | 2.75           | 3.87           | 3.25           | 3.25           | -             |
|                               | <u>30.13</u>   | <u>30.13</u>   | <u>30.13</u>   | <u>30.35</u>   | <u>31.61</u>   | <u>31.61</u>   | -             |
| <b>Total</b>                  | <u>462.72</u>  | <u>467.83</u>  | <u>467.29</u>  | <u>469.67</u>  | <u>467.02</u>  | <u>460.04</u>  | <u>(6.98)</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

Census Data:

| Population                           | 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)  
(2)

Source: U.S. Bureau of the Census.

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><b>Water</b></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><b>Waste Water Treatment</b></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**

Natural Gas – Electricity – Telecommunications

|                                    |                           |
|------------------------------------|---------------------------|
| 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 |

**General Information for MSA:**

Medical Care (data for the entire MSA)

|  |       |
|--|-------|
| 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   |

Lodging/Meeting Facilities (data for the entire MSA)

|                                   |         |
|-----------------------------------|---------|
| Motels/hotels                     | 92      |
| Total number of rooms             | 6,610   |
| Meeting facilities                | 51      |
| Meeting rooms                     | 211     |
| Meeting room total square footage | 527,091 |

Recreation (data for the entire MSA)

|                        |     |
|------------------------|-----|
| 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 |
| <u>Culture/Attractions (data for the entire MSA)</u>                 |           |
| Area Museums & Galleries   | 27        |
| Major Performing Arts Organizations                                  | 18        |
| Theaters (indoor & outdoor)  | 13        |
| Art Organizations  | 4         |
| Botanical Centers and Conservatories                                 | 3         |
| Casinos  | 3         |
| <u>Religious Organizations (data for the entire MSA) (continued)</u> |           |
| Protestant   | 312       |
| Catholic   | 43        |
| Jewish   | 2         |
| Other Faiths   | 17        |
| <u>Education:</u>  |           |
| <u>Education - Rock Island School District # 41</u>                  |           |
| 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                           |

## 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               | MicAmerican 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                           |

## General Community Information (continued)

Table 21

### 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<br>(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<br>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<br>Construction, Extraction,<br>and Maintenance | 67       | 0.37%   | 168        | 0.24%   | 17,862    | 0.31%   |
| Production, Transportation,<br>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%     |

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%          |
| <b>Total</b>           | <b>9,539</b> | <b>100.00%</b> | <b>39,394</b> | <b>100.00%</b> | <b>3,125,318</b> | <b>100.00%</b> |

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.

## 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, 47,036 at the 1980 Census, and 40,630 at the 1990 Census. The 2000 Census reported the City's population at 39,684, a decrease of 2.3% 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 Alante. Aside from arts and entertainment, downtown Rock Island continues to benefit from the home office operations of five insurance companies: Modern Woodman of America, Royal Neighbors of America, Illinois Casualty, Bitco and the Cleveland Agency. 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, ThermoKing 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 2006, 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, 13MG of storage, and a 16 million gallon per day (MGD) water plant, with average consumption of 6.0 MGD and peak consumption of 10.2 MGD. Sewage collection and treatment are also City responsibilities. The city operates two sewage treatment plants with 17.5 MGD design capacity and 8.7 MGD average load.

The City Library serves the community through a main library and its two branches, and provides services on a contractual basis to Blackhawk Township and Village of Milan. In 1985-1986, the main library underwent a \$1.8 million renovation and expansion. The City provides all park and recreational services (there is no separate municipal corporation providing park district services). The City operates 26 parks on 850 acres, including two golf courses. Other major facilities include a 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).

### 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.

## FUND TYPES AND DESCRIPTIONS

### General Fund

101 - General Fund (major)

### Special Revenue Funds

201 – Public Benefit  
202 – TIF District #1 (major)  
204 – TIF District #2 (major)  
205 – TIF District #3 (major)  
206 – TIF District #4 (major)  
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 (major)  
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 (major)

### Debt Service Fund

405 – Debt Service

### Enterprise Funds

501 – Water Operation and Maintenance (major)  
506 – Wastewater Operation and Maintenance (major)  
507 – Stormwater Operation and Maintenance  
541 – Sunset Marina  
555 – Park and Recreation (major)  
581 – Community Development Block Grant  
Loan Programs  
582 – State Affordable Housing Loans  
583 – Community and Economic Development Loans  
584 – Commercial and Industrial Revolving Loans (CIRLF)  
585 – MPF Endowment Loans

### 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

# STRATEGIC PLAN 2009 → 2015 → 2025



ROCK ISLAND  
ILLINOIS

*Rock Island, Illinois*  
**October 2009**

Lyle Sumek Associates, Inc.  
1514 St. Edmunds Place  
Heathrow, FL 32746

Phone: (407) 771-4195  
Fax: (407) 771-4197  
E-mail: [sumekassoc@cfl.rr.com](mailto:sumekassoc@cfl.rr.com)



# Table of Contents

|   |           |
|---|-----------|
| <b>Strategic Planning for the City of Rock Island</b> | <b>1</b>  |
| <b>Rock Island Vision 2025</b>                        | <b>3</b>  |
| <b>Rock Island: A Sustainable City</b>                | <b>8</b>  |
| <b>City of Rock Island: Mission</b>                   | <b>14</b> |
| <b>Plan 2009 – 2015</b>                               | <b>17</b> |
| <b>Action Agenda 2009 – 2010</b>                      | <b>32</b> |

This report and all related materials are copyrighted. This report may be duplicated for distribution to appropriate parties as needed. No unauthorized duplication is allowed, including for use in training within your organization or for consulting purposes outside your organization. All requests for duplication must be submitted in writing.

# STRATEGIC PLANNING FOR THE CITY OF ROCK ISLAND

# Strategic Planning Model for the City of Rock Island

**Value-based principles that describe the preferred future in 15 years**

## VISION

Destination  
“You Have Arrived”

**Strategic goals that focus outcome-base objectives and potential actions for 5 years**

## PLAN

Map  
“The Right Route”

**Focus for one year – a work program: policy agenda for Mayor and Council, Management for staff; major projects**

## EXECUTION

Itinerary  
“The Right Direction”

**Principles that define the responsibility of city government and frame the primary services – core service businesses**

## MISSION

Vehicle  
“The Right Bus”

**Personal values that define performance standards and expectations for employees**

## CORE BELIEFS

Fuel  
“The Right People”

# ROCK ISLAND VISION 2025

# *City of Rock Island Vision 2025*

## **ROCK ISLAND**

---

---

is a **GROWING CITY** <sup>(A)</sup> with **BEAUTIFUL RIVERFRONTS**,<sup>(B)</sup> a **VIBRANT DOWNTOWN**,<sup>(C)</sup> and **LIVABLE NEIGHBORHOODS**.<sup>(D)</sup>

## **ROCK ISLAND**

---

---

**RESPECTS DIVERSITY AND HISTORY.** <sup>(E)</sup>

## **OUR CITIZENS**

---

---

have **QUALITY HOUSING OPPORTUNITIES** <sup>(F)</sup> and **PLACES FOR ENJOYMENT AND FUN.** <sup>(G)</sup>

## **ROCK ISLAND**

---

---

is a **PROUD COMMUNITY.** <sup>(H)</sup>

# Rock Island Vision 2025

## PRINCIPLE A

### GROWING CITY

#### ► Means

1. More housing units within Rock Island, maintaining quality of housing stock
2. Expanded local economy through new industries including high tech, sustainability and environmental businesses, and retail stores
3. Home of major insurance companies and financial institutions
4. Southwest Rock Island with commercial and residential developments
5. Expanded Rock Island Arsenal, federal agencies and businesses with employees living in Rock Island
6. Growing Augustana College with a vibrant Campustown
7. Government partnering with the private sector for growth that benefits the whole community

## PRINCIPLE B

### BEAUTIFUL RIVERFRONTS

#### ► Means

1. Clean and attractive riverfronts with public access
2. People viewing the rivers as a prime location to live and enjoy
3. Upgraded, well maintained riverfront parks with a variety of activities
4. Recreation opportunities on the rivers and along riverfronts
5. Well-integrated mixed-use development with old industrial sites reused and cleaned up
6. Connected riverfronts by beautiful path, water taxi and trolley with links to other communities
7. Specialty retail and restaurant opportunities along the rivers
8. Successful marina providing access to the river

## PRINCIPLE C

### VIBRANT DOWNTOWN

#### ► Means

1. Attractive urban center for the Rock Island community and the Quad City region – destination for entertainment, dining, shopping
2. Revitalized and safe “Arts and Entertainment District” serving the Quad Cities
3. Well-balanced activities for day time and evening time
4. Business center for financial institutions, insurance companies, professional offices and specialty retail businesses
5. People living in Downtown neighborhoods with services available for residents
6. Riverfront Park developed as a focal point, a destination and a community gathering place and linked to downtown
7. Successful community events, festivals and celebrations with family events and activities

**PRINCIPLE D**

**LIVABLE NEIGHBORHOODS**

► **Means**

1. Neighborhoods promoted as a key Rock Island strength
2. Strong, distinctive and diverse neighborhood identities and pride
3. Quality neighborhood streets, sidewalks, alleys and infrastructure
4. Well, maintained, landscaped homes
5. Neighbors helping neighbors and taking responsibility for their neighborhoods
6. People feeling safe at home and in the neighborhood
7. Convenient services and neighborhood retail
8. Campustown neighborhood partnering with Augustana College

**PRINCIPLE E**

**RESPECTS DIVERSITY AND HISTORY**

► **Means**

1. People respect people and acting as one community
2. Enjoying and celebrating socio-economic diversity
3. Incorporating historic sites in marketing Rock Island
4. Celebrating cultural traditions and heritage
5. Inclusive community with diverse population

**PRINCIPLE F**

**QUALITY HOUSING OPPORTUNITIES**

► **Means**

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

## PRINCIPLE G

### PLACES FOR ENJOYMENT AND FUN

#### ► Means

1. Quality parks, swimming facility and community centers
2. Quality libraries, galleries and museums
3. Active use of two riverfronts by residents
4. Variety of entertainment and specialty retail venues throughout the City and Downtown
5. World-class Botanical Center and Gardens
6. Multi-use trails connecting the City and the region
7. Affordable quality golf courses
8. Access to recreational venues and activities, cultural opportunities and professional sports in the Quad Region
9. Rock Island Casino

## PRINCIPLE H

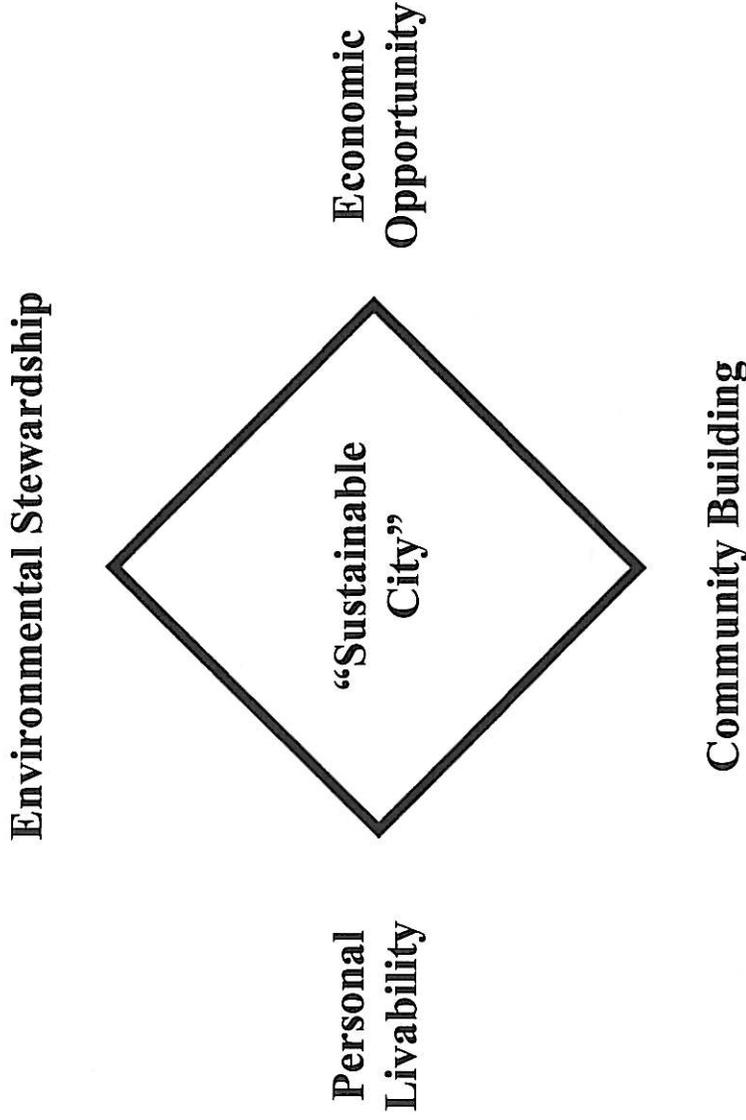
### PROUD COMMUNITY

#### ► Means

1. Rock Island having a positive image with other cities, State of Illinois and nationally
2. Rock Island having a positive image with our residents
3. Every resident contributing to make Rock Island a better community
4. Strong community partnerships: business, schools and colleges, community organizations
5. Preserving and celebrating our history and heritage of Rock Island
6. Citizens promoting Rock Island and celebrating community successes
7. Attractive, well maintained entrance and gateways identifying Rock Island

# ROCK ISLAND A SUSTAINABLE CITY

# *Sustainable City Model*



# *Personal Livability for Rock Island*

**Reputation of safe neighborhoods**

**Quality programming for Library, King Center, Parks and Recreation – affordable and free**

**Easy access to programs (e.g. summer camps, King Center)**

**Recognition of quality schools and educational programs for a lifetime**

**Residents involved in community safety**

**Information to “survive” today**

**Affordable housing opportunity**

**Aesthetically pleasing city – attractive streetscape, corridors, public spaces**

**Basic services – water, sewer, snow removal, streets, sidewalks, bike path – necessary for daily living**

**Opportunities to live near work**

**Access to the rivers for public use**

**Arts and Entertainment District**

**Easy access to interstate system**

# *Environmental Stewardship for Rock Island*

**Image: Green City (actions and projects – real)**

**Bike paths**

**Hydro Plant**

**Greenhouse Gas and Carbon Footprint**

**Parks – expansions**

**Solid Waste System, including recycling**

**Stormwater management, including rain gardens, wetland protection**

**Public awareness and taking responsibility**

**Sustainable business incentives**

**Hybrid City Fleet**

**Sewer Treatment Plant design and future operation**

**Products used by the City government (e.g. golf course)**

**Clean Air; including burn ban**

**Clean Water in rivers, streams, ponds**

**Sunset Marina**

**Mill Creek**

**Sylvan Slough Natural Area**

# *Economic Opportunity for Rock Island*

## **Amtrak Service**

**Business assistance for expansion and retention**

**Façade program and facility**

**ISO rating upgrade**

**Home grown retail programs**

**Diverse tax base**

**Brand – living and working in Rock Island**

**Land for business development**

**Tournaments bringing people and dollars to Rock Island**

**Rock Island Arsenal expansion and various business opportunities – Arsenal Development Group**

**Federal agencies, including Corps of Engineers**

**Diverse industrial businesses and major employers in Quad Cities and Rock Island County**

**Rock Island Casino**

**Easy access to airport**

# *Community Building for Rock Island*

**Strong community pride – neighborhoods working together**

**Confidence in City: leadership, Mayor-Council, City staff**

**Neighborhood associations involving residents**

**Boards, commissions, taskforces**

**Residents willing to volunteer**

**City awarding and rewarding residents efforts**

**Community events: Labor Day, district events, King memorial, July 4<sup>th</sup>, concerts, plays, lectures, film series, neighborhood events**

**Opportunities to address issues, solving problems – engagement and responsibilities**

**Partnering with community organizations, Augustana College, businesses, schools**

**Cooperation among City, GROWTH, Housing Authority**

**Active volunteers contributing to the community**

**Inclusive community with a diverse population**

# CITY OF ROCK ISLAND OUR MISSION

*Rock Island City Government*  
*Our Mission*

---

---

**ROCK ISLAND CITY GOVERNMENT**

is *FINANCIALLY SOUND* <sup>(1)</sup>

and provides the

*BEST SERVICES IN THE QUAD CITIES.* <sup>(2)</sup>

---

---

# *Rock Island City Government*

## *Our Mission*

### **PRINCIPLE 1**

#### **FINANCIALLY SOUND**

##### **► Means**

1. Providing services in the most efficient, cost-effective manner
2. Being fiscally responsible City's debt and reserves
3. Having adequate resources to support City services and service levels
4. Producing services responsive to citizens needs
5. Maintaining a strong bond rating

### **PRINCIPLE 2**

#### **BEST SERVICES IN THE QUAD CITIES**

##### **► Means**

1. Creatively using of unique resources to obtain unique results
2. Having well-built and well-maintained City facilities and infrastructure
3. Having well-trained City employees dedicated to serving Rock Island
4. Anticipating problems and not just react to problems
5. Proudly reliable City services responsive to the citizens needs

# CITY OF ROCK ISLAND PLAN 2009 – 2015

# *City of Rock Island Goals 2015*

**Quality Services, Financially Sound City**

---

---

**Grow the Economy**

---

---

**Great Neighborhoods**

---

---

**More New Housing Opportunities, Upgraded and Well  
Maintained Older Homes**

---

---

**More and Better Retail**

---

---

**Improve Riverfront and Downtown**

# Goal 1 Quality Services, Financially Sound City

| <b>OBJECTIVES</b>  | <b>MEANS TO CITIZENS</b>  | <b>SHORT TERM CHALLENGES AND OPPORTUNITIES</b>                |
|--|---|---|
| 1. Expand City tax base  | 1. Adequate resources to retain “best services in the Quad Cities.” | 1. Reduction of revenues from the State of Illinois           |
| 2. Invest in well-maintained City infrastructure   | 2. Strong customer service by the City.                             | 2. Funding for City’s infrastructure maintenance and upgrades |
| 3. Deliver City services in a customer-driven and cost-effective manner                        | 3. Reliable service delivery.                                       | 3. National recession and impact on city revenues             |
| 4. Control the cost of government  | 4. Timely response with resolution of the problem.                  | 4. Labor contracts and employee expectations                  |
| 5. Take financial responsibility for actions creating a long-term, sustainable City government | 5. Well-maintained and upgraded City facilities and infrastructure. | 5. Aging City facilities needing major reinvestment           |
| 6. Increase citizen engagement and involvement in city services and governance                 |   |   |

## **LONG TERM CHALLENGES AND OPPORTUNITIES**

1. Willingness to increase taxes and fees
2. Projected significant reduction in city revenues
3. Funding current services and service levels
4. Rising demands for services and residents’ expectations
5. Cutbacks in grants and outside funding sources
6. Willingness to increase fees

**POLICY ACTIONS 2009 – 2010**

**PRIORITY**

1. Alternative Revenue Sources Study: Evaluation, Direction
2. Capital Improvement Plan: Update, Funding (Annual) (Less Available Dollars)
3. Water and Sewer Rates: Evaluation, Direction
4. Sunset Marina: Evaluation, Direction
5. Fees: Evaluation, Direction

Top Priority

High Priority

High Priority

**MANAGEMENT ACTIONS 2009 – 2010**

1. Compensation Policy: Direction
2. Customer Service: Evaluation, Training
3. City Services, Identification, Prioritization, Link to Budget

Top Priority

Top Priority

High Priority

**MANAGEMENT IN PROGRESS 2009 – 2010**

1. Green Initiatives: Direction, City Actions
2. Financial Software: Implementation
3. Mediacom Franchise: Revision
4. Voice Over Internet Protocol: Phase I and Phase II
5. On Site Nurse for City: Monitoring Impact and Effectiveness
6. Police Reorganization: Evaluation of Impact
7. Census: Compete Count
8. Document Imaging Plan: Implementation
9. Online Billing: Utility Bills
10. Firearm Training Simulator: Protocol
11. In Car Video Camera: Installation
12. Burn Ban: Implementation

**MAJOR PROJECTS 2009 – 2010**

1. Wastewater Plant Project
2. Hydropower Plant: Expansion

**ON THE HORIZON 2011 – 2015**

1. New Strategies for Outreach to Residents
2. Arts Policy: Evaluation, Direction, City's Role, Funding
3. Youth Programs: Evaluation, Direction
4. Central Fire Station: Evaluation, Plan, Direction, Funding
5. Property Tax Assessment and Exemptions: Evaluation, Direction
6. Wind Energy for City Operation: Evaluation, Direction
7. Management Succession: Planning and Process
8. Ferguson Group: Performance Evaluation, Direction
9. Black Hawk Historic Site: City's Role
10. Drop Off Site: Option, Direction
11. Stormwater Maintenance Plan: Evaluation, Direction, Actions
12. Legal Services: Evaluation, Direction
13. Junior Baseball: City's Role, Direction
14. Human Rights: Direction
15. Street Sweeping: Evaluation, Direction, Funding
16. 800 MHz Radio System Feasibility Study and Funding
17. New Police Headquarters: Evaluation, Direction

## Goal 2 Grow the Economy

### OBJECTIVES

1. Create and retain more jobs
2. Retain and expand local businesses
3. Expand high tech and environmental sustainability economy
4. Attract and retain the “creative class” and young professionals
5. Attract high tax generating businesses

### MEANS TO CITIZENS

1. Job opportunities for residents.
2. Attracting younger population to Rock Island.
3. Opportunities to grow your business in Rock Island.
4. Reducing tax burden on residential taxpayers.
5. A local economy that competes in our national economy.

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Attracting new businesses – helping them to discover Rock Island
2. Retention and expansion of Rock Island businesses
3. Expansion of Rock Island Arsenal
4. Uncertain operation and success of “Quad Cities First”
5. Perception of Rock Island by businesses and realtors

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Smaller sites ready for development
2. Perception: State of Illinois – unfriendly to businesses
3. Competition among Quad Cities
4. Global positioning and trends
5. Perception of Rock Island Schools

**POLICY ACTIONS 2009 – 2010**

**PRIORITY**

1. Casino Area Development in Southwest
2. Andalusia Corridor South and Parkway Development Plan (Including Review of Southwest Area Plan)
3. Economic Development Incentive Policy: Evaluation Direction

|               |
|---------------|
| Top Priority  |
| High Priority |

**MANAGEMENT ACTIONS 2009 – 2010**

**PRIORITY**

1. Mill Creek: Study, Direction, Funding
2. Columbia Park Development
3. Highway 92 Corridor: Direction, Actions, Funding

|               |
|---------------|
| Top Priority  |
| High Priority |
| High Priority |

**MANAGEMENT IN PROGRESS 2009 – 2010**

1. Quad Cities First: Performance Report

**ON THE HORIZON 2011 – 2015**

1. Insurance Industries: Outreach, City's Action
2. Rock Island Economic Expansion Strategy: City Actions
3. Annexations: Evaluation, Direction, Strategy, Actions
4. TIF: Evaluation, Direction
5. Rock Island Image: Assessment, Action Plan
6. "Rock Solid Rock Island": Evaluation
7. Micro Loan Program: Evaluation, Direction

# Goal 3

## Great Neighborhoods

### OBJECTIVES

1. Upgrade neighborhood infrastructure, streets and facilities
2. Strengthen neighborhood identity and pride with stronger neighborhood associations and block clubs
3. More attractive and beautiful neighborhoods, corridors and gateways
4. Have people feel and are safe in their neighborhoods
5. People want to live in the neighborhoods
6. Design new neighborhoods (infill and southwest)

### MEANS TO CITIZENS

1. Pride in Rock Island.
2. More attractive and beautiful City.
3. Opportunities to take responsibility for the neighborhood.
4. Involvement in shaping the City's future.
5. Citizens want to live in Rock Island.

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Condition of neighborhood streets
2. Crime and gang activity in Quad Cities
3. Aging neighborhood infrastructure
4. Addressing neighborhood nuisances
5. Residents buy in and support for neighborhoods

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Financing infill development
2. Perception of Rock Island public schools
3. Obtaining reinvestment in neighborhoods
4. Reputation of specific neighborhoods

**POLICY ACTIONS 2009 – 2010**

**PRIORITY**

1. Safe Communities Taskforces and Report (Including Focus Groups – Community Organizing)
2. Campustown Development (with Augustana College)
3. Sidewalk Program: Direction, Funding (Including Safe Route to School)
4. Vacant Homes and Buildings: Evaluation, Direction, Actions

Top Priority

Top Priority

**MANAGEMENT IN PROGRESS 2009 – 2010**

1. King Center: Facility Expansion

**MAJOR PROJECTS 2009 – 2010**

1. King Center Park Project

**ON THE HORIZON 2011 – 2015**

**MANAGEMENT ACTIONS 2009 – 2010**

**PRIORITY**

1. Rental Housing Inspection Program: Staffing, Funding (Including Internal Inspection)

Top Priority

1. Old Lincoln School: Direction on Future Uses
2. Vacant School Buildings: Direction
3. Mandatory Landlord Training Workshop: Policy Direction, Direction
4. Sunset Park: Upgrade
5. Rebrand Old Chicago Neighborhoods
6. Gateway and entrance Beautification: Future Direction, Funding
7. Douglas Park Improvements
8. City-Schools Relationship and Communications

# Goal 4 More New Housing Opportunities, Upgraded and Well Maintained Older Homes

## OBJECTIVES

1. Better marketing of Rock Island housing
2. More Downtown and Riverfront view residential units
3. More new homes built in Southwest Rock Island
4. Better quality rental units
5. More infill housing in older neighborhoods
6. Upgrade older homes and removal if necessary

## MEANS TO CITIZENS

1. More housing choices.
2. Attracting new residents.
3. Opportunities to move up within the City.
4. Protection and enhancement of property values.
5. Better quality older homes and rental units.

## SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Realtors labeling and comments about Rock Island
2. Lack of middle and high income housing especially rental units
3. People relocating to Quad Cities due to employment at Rock Island Arsenal
4. Attracting people to make the decision to live in Rock Island
5. Partnering the City, among GROWTH and Rock Island Housing Authority
6. Increasing number of vacant homes, especially due to foreclosure

## LONG TERM CHALLENGES AND OPPORTUNITIES

1. Competition for housing dollars and funding
2. Working with developers and builders
3. National recession and slow housing market
4. No clear vision and strategic plan for housing in Rock Island
5. Variety of housing options available in Rock Island

**POLICY ACTIONS 2009 – 2010**

**PRIORITY**

1. Rock Island Housing: Vision, Plan and Working Relationships
2. Columbia Park Resident Development
3. Upper Income Rental Property: Development

Top Priority

High Priority

**MANAGEMENT IN PROGRESS 2009 – 2010**

1. Building Code Update: Adoption

**ON THE HORIZON 2011 – 2015**

1. Southwest Rock Island Residential Development
2. Spencer Towers: Direction
3. Older Homes Upgrades: Loan Program Options, Public Information
4. New “Old Chicago” Residential Development
5. Creekwood Park Residential Development
6. GROWTH: Evaluation
7. Rock Island Housing Authority: Evaluation
8. Highland Springs Residential Development

**MANAGEMENT ACTIONS 2009 – 2010**

**PRIORITY**

1. Jackson Square Development: Funding

## Goal 5 More and Better Retail

| <b>OBJECTIVES</b>                       | <b>MEANS TO CITIZENS</b>                                      | <b>SHORT TERM CHALLENGES AND OPPORTUNITIES</b>                   |
|---|---|--|
| 1. Attract new major retail businesses  | 1. Convenient shopping opportunities within Rock Island.      | 1. Empty retail buildings and commercial centers                 |
| 2. Strengthen retail corridors          | 2. Choices of places to shop.                                 | 2. Attracting major retail to locate in Rock Island              |
| 3. Retain and expand current retailers  | 3. More revenues to the City with an expanded sales tax base. | 3. Retaining current retail businesses                           |
| 4. Target retail for future development | 4. New revenues from people coming to Rock Island to shop.    | 4. Defining Rock Island's retail "niche" and needs               |
|   |   | 5. Developing retail along major corridors                       |
|   |   | 6. Rock Island location and demographics                         |
|   |   | <b>LONG TERM CHALLENGES AND OPPORTUNITIES</b>                    |
|   |   | 1. Developing retail in Southwest Rock Island before "roof tops" |
|   |   | 2. Competition from Moline, Milan and others                     |
|   |   | 3. National recession and its impact on retail expansion         |
|   |   | 4. Impact of internet sales on retail businesses                 |
|   |   | 5. Residents' expectations vs. reality of the retail economy     |

**POLICY ACTIONS 2009 – 2010**

1. Campustown Retail Development
2. Black Hawk Corridor Retail Development (9<sup>th</sup> Street to 44<sup>th</sup> Street)

**PRIORITY**

- |               |
|---------------|
| Top Priority  |
| High Priority |

**MANAGEMENT ACTIONS 2009 – 2010**

1. Downtown 1<sup>st</sup> Floor Retail Development

**PRIORITY**

- |               |
|---------------|
| High Priority |
|---------------|

**ON THE HORIZON 2011 – 2015**

1. Casino Area Retail Development
2. 11<sup>th</sup> Street Retail Development
3. Southwest Andalusia Road Retail Development
4. 18<sup>th</sup> Avenue Retail Development
5. U.S. 67 and Parkway Retail Development

## Goal 6 Improve Riverfront and Downtown

### OBJECTIVES

1. More retail and dining
2. Enhance Arts and Entertainment District
3. Expand public uses of Riverfront
4. Downtown is a tech-friendly neighborhood
5. More residential opportunities

### MEANS TO CITIZENS

1. An inviting Riverfront – a place to want to go
2. A variety of activities along the Riverfront
3. Riverfront becoming the pride of Rock Island – community showcase
4. Protecting natural areas along the Riverfront
5. Job opportunities for residents, opportunities for businesses

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Vacant 1<sup>st</sup> floor storefronts
2. Safety in the “District”
3. Developing retail businesses in Downtown
4. Filling office space in Downtown

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Tapping the potential of Riverfront Park
2. Lack of people during daytime
3. Attracting businesses to Downtown
4. Creating a unique destination in Rock Island Downtown
5. Working with Downtown property owners and businesses
6. Competition from other “downtowns” in the region

**POLICY ACTIONS 2009 – 2010**

**PRIORITY**

1. Downtown Master Plan: Update
2. Transient Boat Dock: Evaluation, Direction, Funding
3. Downtown Retail Development

**MANAGEMENT ACTIONS 2009 – 2010**

**PRIORITY**

1. District Safety Report: Direction, Actions, City's Role, Funding
2. Downtown Litter Control: Evaluation, City's Role, Direction, Owners' Responsibilities

Top Priority

High Priority

**ON THE HORIZON 2011 – 2015**

1. Artspace (Old Lincoln School): Evaluation, Direction
2. Water Taxi: Evaluation, Direction
3. Late Night Transportation: Evaluation, Direction
4. Lot "C" Utilization: Evaluation, Direction
5. Highway 92: Alignment
6. Liquor Licenses: Modification
7. Rocket Theater: Direction
8. Use of Modern Woodmen Lot (17<sup>th</sup>-18<sup>th</sup>)
9. Second Avenue Parking Policy: Direction

# CITY OF ROCK ISLAND ACTION AGENDA 2009 – 2010

# *City of Rock Island Policy Agenda 2009 – 2010*

## **TOP PRIORITY**

**Alternative Revenue Sources Study: Evaluation, Direction**

**Casino Area Development in Southwest**

**Safe Communities Taskforces and Report (Including Focus Groups – Community Organizing)**

**Campustown Development (with Augustana College)**

**Rock Island Housing: Vision, Plan and Working Relationships**

427

## **HIGH PRIORITY**

**Sunset Marina: Evaluation, Direction**

**Capital Improvement Plan: Update, Funding (Annual)**

**Andalusia Corridor South and Parkway Development Plan (Including Review of Southwest Area Plan)**

**Columbia Park Development**

**Black Hawk Corridor Retail Development (9<sup>th</sup> Street to 44<sup>th</sup> Street)**

# *City of Rock Island Management Agenda 2009 – 2010*

## **TOP PRIORITY**

**Compensation Policy: Direction**

**Customer Service: Evaluation, Training**

**Mill Creek: Study, Direction, Funding**

**Rental Housing Inspection Program: Staffing, Funding (Including Internal Inspection)**

**District Safety Report: Direction, Actions, City's Role, Funding**

428

## **HIGH PRIORITY**

**City Services, Identification, Prioritization, Link to Budget**

**Columbia Park Development**

**Highway 92 Corridor: Direction, Actions, Funding**

**Downtown 1<sup>st</sup> Floor Retail Development**

**Downtown Litter Control: Evaluation, City's Role, Direction, Owners' Responsibilities**

# *Management in Progress 2009 – 2010*

**Green Initiatives: Direction, City Actions**

**Financial Software: Implementation**

**Mediacom Franchise: Revision**

**Voice Over Internet Protocol: Phase I and Phase II**

**On Site Nurse for City: Monitoring Impact and Effectiveness**

**Police Reorganization: Evaluation of Impact**

**Census: Compete Count**

**Document Imaging Plan: Implementation**

**Online Billing: Utility Bills**

**Firearm Training Simulator: Protocol**

**In Car Video Camera: Installation**

**Burn Ban: Implementation**

**Quad Cities First: Performance Report**

**King Center: Facility Expansion**

**Building Code Update: Adoption**

# *Major Projects 2009 – 2010*

**Wastewater Plant Project**

**Hydropower Plant Expansion**

**King Center Park Project**



ROCK ISLAND  
ILLINOIS

## ORDINANCE NO. 021-2010

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, 2010 and ending on the thirty-first day of March, 2011.

Whereas, on February 15, 2010 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 2010 and ending on the thirty-first day of March 2011; and

Whereas, the Public hearing was conducted on March 15, 2010 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, 2010 and ending on March 31, 2011 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                    | \$ 33,167,503 |
| 202 | TIF District #1                 | 4,354,010     |
| 203 | TIF – Columbia Park             | 17,280        |
| 204 | TIF District #2                 | 328,278       |
| 205 | TIF District #3                 | 427,758       |
| 206 | TIF District #4                 | 2,025,628     |
| 207 | Community/Econ Dev              | 4,726,859     |
| 211 | ML King Center                  | 164,353       |
| 212 | MLK Facility Improvement        | 2,958,128     |
| 221 | Motor Fuel Tax                  | 1,115,869     |
| 222 | Foreign Fire Insurance          | 27,024        |
| 223 | Riverboat Gaming                | 5,000,000     |
| 224 | State Drug Prevention           | 159,238       |
| 225 | DUI Fine Law                    | 9,026         |
| 226 | Court Supervision               | 65,923        |
| 242 | Block Grant                     | 1,976,260     |
| 243 | Federal Drug Prevention         | 18,000        |
| 244 | Neighborhood Stabilization ARRA | 1,181,970     |
| 251 | Public Library                  | 2,415,320     |
| 272 | DARE                            | 10,140        |
| 273 | Police Contribution             | 5,700         |
| 274 | Elderly Service Contrib         | 21,423        |
| 276 | RI Labor Day Parade             | 12,406        |
| 282 | Lead Grant                      | 186,000       |
| 301 | Capital Improvements            | 12,215,278    |

|     |                        |                     |
|-----|------------------------|---------------------|
| 405 | Debt Service           | 2,153,154           |
| 501 | Water Oper & Maint     | 7,707,140           |
| 506 | Wastewater Oper/Maint  | 13,644,310          |
| 507 | Stormwater Oper/Maint  | 1,644,885           |
| 541 | Sunset Marina          | 879,545             |
| 555 | Park                   | 8,262,797           |
| 581 | CDBG Loan Programs     | 98,843              |
| 583 | Comm/Econ Dev Loans    | 100,550             |
| 584 | CIRLF                  | 564,550             |
| 585 | MPF Endowment Loans    | 24,000              |
| 601 | Fleet Services         | 4,530,518           |
| 606 | Engineering            | 1,305,227           |
| 609 | Hydropower Plant       | 272,245             |
| 621 | Self-Insurance         | 964,081             |
| 626 | Employee Health Plan   | 4,622,654           |
| 701 | Fire Pension           | 3,227,137           |
| 706 | Police Pension         | 2,979,081           |
| 711 | Cafeteria Plan         | 93,000              |
| 901 | MLK Activity           | 427,219             |
| 906 | Dept of Human Services | 179,723             |
|     | Total                  | <u>126,270,033</u>  |
|     | Less eliminations      | <u>(21,667,374)</u> |
|     |                        | \$                  |
|     |                        | <u>104,602,659</u>  |

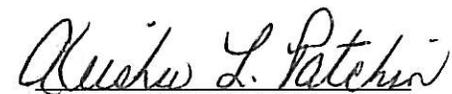
This ordinance shall be in full force and effect from and after its passage and approval as required by law.

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

PASSED: March 22, 2010

AYES: Alderman Conroy  
 Foley  
 Tollenaer  
 Jones  
 Murphy  
 Austin

APPROVED: March 23, 2010

ATTEST:   
 CITY CLERK

ABSENT:

NAYS: Alderman Brooks

- (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 2010-2011**

|           |  |
|-----------|--|
| Jun 30    | Department software/computer budget request memo sent by ITSD to departments.  |
| Jul 06    | Department CIP request memo sent by Public Works to departments.   |
| Jul 07    | Department Budget Schedule disseminated to Department Managers. 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.  |
| Jul 31    | Technology related budget requests for FY 10-11 are due to the Administrative Services Department.<br>Department CIP requests due to the Public Works Director.  |
| Aug 10    | FY 10-11 Proposed wages/benefits/health insurance costs due from Personnel.  |
| Aug 10    | City Council approves CDBG & Gaming policies.  |
| Aug 24    | Report due to City Manager detailing the CIP requests that have been submitted.  |
| Aug 27    | Payroll file copied to FY 10-11 Payroll Projection file; distributed to department managers.   |
| Sep 01    | CDBG / Gaming application deadline.  |
| Sep 04    | Payroll verifications due to Finance to verify account codes, body counts, fte's.  |
| Sep 07    | Personnel Verification Report available on the intranet for departments to print and verify FY 10-11 proposed staffing body count, account distribution, and fte's. Print after Finance updates your file based on your corrections/changes. Instructions for FY 10-11 Budget Prep available on city intranet. |
| Sep 14    | City Manager provides preliminary CIP list to Finance.   |
| Sep 15    | Deadline for Intranet Personnel Verification Reports and Vacant/New Position forms to be returned to Finance. FY 10-11 Proposed Cycle 21 open for data entry by departments.   |
| Sep 21    | Payroll data entered by Finance and FY 10-11 Projections completed.<br>Self Insurance charges due from Personnel.<br>Vehicle maintenance charges due from Public Works.<br>Overtime amounts due from all Departments.  |
| Sep 25    | General Fund revenues entered by all departments.  |
| Oct 02-03 | City Council Goal Setting Session.   |
| Oct 05    | 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 05    | Deadline for Departments to finalize verification of intranet payroll reports and return to Finance for correction and data entry into Budget Prep.  |
| Oct 05    | Self Insurance, vehicle maintenance, debt, depreciation & transfer charges entered by Finance into FY 10-11 Budget Prep Cycle 21. Also, Salary/Benefit and overtime data entered by Finance into FY 10-11 Budget Prep Cycle 21.  |

- Oct 12 Public Hearing on CAC recommendations.
- Oct 19 City Council approves CDBG / Gaming allocations.
- Oct 19 Cycle 21 Department budget complete.
- Oct 23 **BUDGET SUMMARY DUE TO FINANCE DEPARTMENT (5 copies)**  
Public Works, Fire, Police, City Clerk, General Administration,  
Personnel/Insurance, Information Technology, Park/Recreation, Library, King  
Center, Finance, Comm/Econ Dev. This includes the Grant Worksheets.
- Nov 09 to 13 Budget analysis by Budget Team/  
City Manager departmental budget reviews
- |   |                    |
|---|--------------------|
| <i>Monday (Nov. 9<sup>th</sup>)</i>     |                    |
| <i>Overview</i>                         | <i>1:30-2:30</i>   |
| <i>Administrative Services</i>          | <i>2:30-3:30</i>   |
| <i>Fire</i>                             | <i>3:30-4:00</i>   |
| <i>Wednesday (Nov. 11<sup>th</sup>)</i> |                    |
| <i>Finance</i>                          | <i>1:30-2:00</i>   |
| <i>MLK</i>                              | <i>2:00-3:00</i>   |
| <i>Public Works</i>                     | <i>3:00-4:30</i>   |
| <i>Thursday (Nov. 12<sup>th</sup>)</i>  |                    |
| <i>Police</i>                           | <i>9:00-10:00</i>  |
| <i>Parks</i>                            | <i>10:00-11:00</i> |
| <i>Library</i>                          | <i>11:00-11:45</i> |
| <i>CED</i>                              | <i>1:30-3:00</i>   |
- Nov 16 Budget team summarizes budget (included in Nov. 23<sup>rd</sup> agenda).
- Nov 23 Draft tax levy to City Council.  
Budget summary to City Council.  
Gaming recommendation to City Council.  
Capital Improvement presentation to City Council.
- Nov 30 - Dec 07 Notice of Property Tax Hearing, if necessary, to be published not more than 14  
days & not less than 7 days prior to date of public hearing.
- Dec 14 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 21 City Council adopts Property Tax Levy.
- Jan 04 Final Budget Decisions made by City Manager.  
Financial Trend Monitoring complete.
- Jan 08 **Deadline for departments to return final adjustments to Finance, including all  
carryover items.**
- Jan 15 Final reports run and entered into Budget Prep Module by Finance.
- Jan 18 Template reports run and entered into department templates by departments.
- Jan 29 **Deadline for departments to update templates (analysis, narrative, staffing and  
service indicators) and return to Finance.**
- Feb 05 Deadline for template data entry to be completed by Finance.
- Feb 12 Deadline for budget document completion.

|        |  |
|--------|--|
| Feb 15 | Draft 2010/2011 Budget to City Council<br>City Manager Budget Presentation<br>Publish Notice of Public Hearing on Budget (03/15/10)  |
| Feb 27 | Saturday Budget Review with Council<br>8:00 am to 8:30 am     Budget Overview<br>8:30 am to 9:00 am     MLK<br>9:00 am to 9:30 am     Police<br>9:30 am to 10:00 am    Comm & Econ Dev<br>10:00 am to 10:30 am   Library<br>10:30 am to 11:30 am   Public Works<br>11:30 am to 12:00 pm   Finance<br>12:00 pm to 12:30 pm   City Clerk/Gen Admin/Mayor-Council |
| Mar 01 | Study Session Budget Review with Council<br>5:00 pm to 5:45 pm     Park & Recreation<br>5:45 pm to 6:15 pm     Fire  |
| Mar 08 | Study Session Budget Review with Council<br>5:00 pm to 5:30 pm     Administrative Services<br>5:30 pm to 6:00 pm     General Discussion & Direction  |
| Mar 15 | Public Hearing on Budget Ordinance   |
| Mar 22 | City Council adopts Budget Ordinance   |

## GLOSSARY

---

The budget contains specialized and technical terminology that is unique to public financing and budgeting. A budget glossary is included to assist you in understanding these terms.

**ABATEMENT:** a complete or partial cancellation of a levy imposed by a government. Abatements usually apply to tax levies, special assessments and service charges.

**ACCOUNTABILITY:** the state of being obliged to explain one's actions to justify what one does. Accountability requires governments to answer to the citizenry—to justify the raising of public resources and the purposes for which they are used.

**ACCOUNTING SYSTEM:** the methods and records established to identify, assemble, analyze classify, record and report a government's transactions and to maintain accountability for the related assets and liabilities.

**ACCOUNTS PAYABLE:** a short-term liability account reflecting amounts owed to private persons or organizations for goods and services received by a government.

**ACCOUNTS RECEIVABLE:** an asset account reflecting amounts due from private persons or organizations for goods and services furnished by a government (but not including amounts due from other funds or other governments).

**ACCRUAL BASIS:** the recording of financial effects on a government of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by governments.

**ACCURED BENEFITS:** the amount of a pension plan participant's benefit (whether or not vested) as of a specified date, determined in accordance with the terms of the pension plan and based on compensation (if applicable) and service to that date.

**AFSCME:** American Federation of State, County and Municipal Employees.

**ANNUAL BUDGET:** a budget applicable to a single fiscal year.

**APPROPRIATION:** a legal authorization granted by a legislative body to make expenditures and incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

**ASSESSED VALUATION:** a valuation set upon real estate or other property by a government as a basis for levying taxes.

**ASSESSMENT:** (1) the process of making the official valuation of property for taxation; (2) the valuation placed upon property as a result of this process.

**ASSETS:** property owned by a government having a monetary value.

**BALANCED BUDGET:** in some funds, budgeted expenditures may exceed budgeted revenue. This typically occurs when funds are accumulated for capital projects and the projects are carried forward from one fiscal year to another. Therefore, a budget is defined as balanced when cash plus budgeted revenue is equal to or exceeds budgeted expenditures.

**BASIS OF ACCOUNTING:** a term used to refer to *when* revenues, expenditures, expenses and transfers—and related assets and liabilities—are recognized in the accounts and reported in the financial statements. Specifically, it relates to the *timing* of the measurements made.

**BENEFITS:** payments to which participants may be entitled under a pension plan, including pension benefits, death benefits and benefits due on termination of employment.

**BOND:** most often, a written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future, (called the maturity date), together with periodic interest at a specific rate. Sometimes, all or a substantial portion of the interest is included in the face value of the security. The difference between a note and a bond is that the latter is issued for a longer period and requires greater legal formality.

**BUDGET:** a plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating governing body for adoption, and sometimes the plan finally approved by the body.

**BUDGET CALENDAR:** the schedule of key dates or milestones which departments follow in the preparation, adoption and administration of the budget.

**BUDGET DOCUMENT:** the instrument used by the budget-making authority to present a comprehensive financial program to the appropriate governing body. The budget is a policy document, financial plan, operations guide and communications device to inform the public and the governing body of plan to collect and spend the city's resources.

**BUDGET REVIEW:** a general discussion of the proposed budget as presented in writing by the budget making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the government's experience during the past budget period, its financial status at the time of the message and recommendations regarding the financial policies for the coming budget period.

**BUDGETARY COMPARISONS:** statements or schedules presenting comparisons between approved budgetary amounts and actual results of operations on the budgetary basis.

**BUDGETARY CONTROL:** the control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limits of available appropriations and available revenues.

**CAPITAL BUDGET:** a plan of proposed capital outlays and the means of financing them.

**CAPITAL EXPENDITURES:** expenditures resulting in the acquisition of or addition to the government's general fixed assets.

**CAPITAL IMPROVEMENT PLAN:** an expenditure plan for capital spending to be incurred each year over a fixed period of several years, setting forth each capital project, identifying the expected

beginning and date of each project, the amount to be spent each year, and the method of financing the project.

**CAPITAL IMPROVEMENT SPECIAL ASSESSMENTS:** special assessment projects that are capital in nature and enhance the utility, accessibility or aesthetic value of the affected properties. Usually, the projects also provide improvements or additions to a government's general fixed assets or infrastructure. Typical special assessment capital improvements are streets, sidewalks, parking facilities and curbs and gutters. Sometimes the improvements provide capital assets that become an integral part of a government's enterprise activities (e.g., water or sewer main construction).

**CAPITAL OUTLAY:** expenditures for the acquisition of capital assets such as vehicles, equipment, land, buildings and major improvements or reconstruction.

**CASH:** cash includes currency on hand and demand deposits with banks or other financial institutions. Cash also includes deposits in other kinds of accounts that have the general characteristics of demand deposit accounts.

**CASH MANAGEMENT:** the management of cash necessary to pay for products and services while investing temporary cash excesses to earn interest. Cash management refers to activities of forecasting the inflow and outflow of cash, pooling cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds to protect principal and diversify risk while obtaining the highest return possible.

**CASH BASIS:** a basis of accounting under which transactions are recognized when cash is received or disbursed.

**CODING:** a system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals information regarding the funding source, responsibility, function and purpose of the revenue or expenditure which it represents.

**CONTINGENCY:** budgetary reserve set aside for emergencies or unanticipated expenditures not otherwise budgeted.

**COPS Grant – Department of Justice local law enforcement block grant.**

**COST:** the amount of money or other consideration exchanged for goods or services.

**COST CENTER:** the smallest unit of accountability in a cost center budget.

**CURRENT:** as applied to budgeting and accounting, designates the operations of the present fiscal period as opposed to past or future periods. It usually connotes items likely to be consumed or converted to cash within one year.

**DEBT:** an obligation resulting from the borrowing of money or from the purchase of goods or services. Debts of governments include bonds, time warrants and notes.

**DEBT SERVICE:** the city's obligation to pay the principal and interest of all bonds and other debt payment schedule.

**DEBT SERVICE FUND:** a fund established to account for the accumulation of resources for and the payment of general long term debt principal and interest. Sometimes referred to as a sinking fund.

**DEFERRED COMPENSATION PLANS:** plans that offer employees the opportunity to defer receipt of a portion of their salary and the related liability for federal income taxes. Several sections of the Internal Revenue Code authorize certain state and local governments to provide deferred compensation plans for their employees.

**DEFICIT:** (1) the excess of the liabilities of a fund over its assets; (2) the excess of expenditures over revenues during an accounting period or in the case of proprietary funds, the excess of expenses over revenues during an accounting period.

**DEPRECIATION:** (1) expiration in the service life of fixed assets, other than wasting assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence; (2) the portion of the cost of a fixed asset, other than a wasting asset, charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

**ENCUMBRANCE:** commitment related to unperformed (executory) contracts for goods or services. Used in budgeting, encumbrances are

not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

**ENDOWMENT:** funds or property that are donated with either a temporary or permanent restriction as to the use of principal.

**ENTERPRISE FUND:** (1) a fund established to account for operations financed and operated in a manner similar to private business enterprises (e.g. water, gas and electric utilities; airports; parking garages; transit systems, etc.). In this case the governing body intends that the costs (i.e. expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; (2) a fund established because the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

**ENTITLEMENT:** the amount of payment to which a state or local government is entitled pursuant to an allocation formula contained in applicable statutes.

**EQUALIZED ASSESSED VALUATION (EAV):** In Illinois, a Board of Review, on a county-wide basis, reviews the assessed valuation of all townships and may assign multipliers to equalized assessed valuations from township to township. If necessary, the state will then assign multipliers for counties in order that all property is assessed at 33.3% of market value.

**EXPENDITURES:** decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

**FICA:** Federal Insurance Contributions Act.

**FIDUCIARY FUND TYPE:** the trust and agency funds used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds.

**FINANCIAL ACCOUNTABILITY (FINANCIALLY ACCOUNTABLE):** the level of accountability that exists if a primary government appoints a voting majority of an organization's governing board *and* is either able to impose its will on that organization or

there is potential for the organization to provide specific financial benefits to, or impose specific financial burdens on the primary government. A primary government may also be financially accountable for governmental organizations with a separately elected governing board, a governing board appointed by another government, or jointly appointed board that is fiscally dependent on the primary government.

**FISCAL PERIOD:** any period at the end of which a government determines its financial position and the results of its operations.

**FISCAL YEAR:** a twelve month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. Rock Island's fiscal year begins April 1.

**FOP:** Fraternal Order of Police.

**FOREIGN FIRE INSURANCE TAX:** all corporations, companies and associations not incorporated under the laws of the State of Illinois and which are engaged in the City in effecting fire insurance shall pay to the Treasurer of the City a tax or license fee amounting to two percent (2%) of the gross receipts received by their agency. The money paid over to the City as a result of the tax levied shall be set aside and appropriated for the maintenance, use and benefit of the Fire Department.

**FRANCHISE:** a special privilege granted by a government, permitting the continued use of public property, such as streets and usually involving the elements of monopoly and regulation.

**FULL TIME EQUIVALENT (FTE):** the decimal equivalent of a staff position based on 2,080 hours annually for a full time position. For example, an intern working for nine months or 1,560 hours would be equivalent to .75 of a full time position.

**FUND:** a fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulation, restrictions or limitations.

**FUND BALANCE:** the difference between fund asset and fund liabilities for governmental activities. For business type funds, the fund balance is measured as the unrestricted net assets.

**FUND TYPE:** governmental accounting includes eight types of funds: general, special, debt service, capital, enterprise, internal service, trust and agency. These funds types are indicative of accounting procedures to be used and the function of each type.

**GENERAL FUND:** the fund used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL OBLIGATION BOND:** a municipal bond secured by the taxing and borrowing power of the municipality issuing it.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP):** uniform, minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the GASB (Governmental Accounting Standards Board).

**GFOA:** Government Finance Officer's Association.

**GRANTS:** contributions of gifts of cash or other assets from another government or private donor to be used or expended for a specified purpose, activity or facility and for which the entity must offer an accounting of revenues and expenditures.

**GROWTH:** Rock Island Economic Growth Corporation, also referred to as RIEGC.

**IAFF:** International Association of Fire Fighters.

**IMRF:** Illinois Municipal Retirement Fund.

**INTERGOVERNMENTAL REVENUES:** revenues from other governments in the form of grants, entitlement, shared revenue or payment in lieu of taxes.

**INTERNAL SERVICE FUND:** a fund used to account for the financing of goods or services provided by department or agency to other departments or agencies of a government, or to other governments, on a cost-reimbursement basis.

**INVESTMENT:** securities and real estate purchased and held for the purpose of income in the form of interest, dividends, rental or base payment.

**JUDGMENT:** an amount to be paid or collected by a government as the result of a court decision, including a condemnation award in payment for private property taken for public use.

**LEVY:** (1) to impose taxes, special assessments or service charges for the support of governmental activities; (2) the total amount of taxes, special assessments or service charges imposed by a government.

**LINE ITEM BUDGET:** a budget that lists each expenditure category (salary, benefits, office supplies, professional development, etc.) separately along with dollar amount budgeted in each category.

**LONG TERM DEBT:** debt with a maturity of more than one year after the date of issuance.

**MAINTENANCE:** the act of keeping capital assets in a state of good repair. It includes preventive maintenance; normal periodic repairs; replacement of parts, structural components and other activities needed to maintain the asset so that it continues to provide normal service and achieves its optimum life.

**MANAGER'S BRIEF:** the opening section of the budget that provides the City Council and public with a brief summary of the most important aspects of the budget, changes from the current and previous years, and the views and recommendations of the City Manager.

**MGD:** Million Gallons per Day.

**MODIFIED ACCRUAL BASIS:** the accrual basis of accounting adapted to the governmental fund type measurement focus. Revenues and other financial resource increments (e.g., bond issue proceeds) are recognized when they become susceptible to accrual, when they become both measurable and available to finance expenditures of the current period. Available means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred except for (1) inventories of materials and supplies that may be considered expenditures either when purchased or when used, and (2) prepaid insurance and similar items that may be considered

expenditures either when paid for or when consumed. All governmental funds, expendable trust funds and agency funds are accounted for using the modified accrual basis of accounting.

**MPF:** stands for Mortgage Partnership Finance Program which deals with HUD Section 184 loans.

**MUNICIPAL:** in its broadest sense, an adjective denoting the state and all subordinate units of government. In a more restricted sense, an adjective denoting a city or village as opposed to other local governments (e.g., townships and counties).

**OMB:** Office of Management and Budget.

**OPERATING BUDGET:** plans of current expenditures and the proposed means of financing them. The annual operating budget (or, in the case of some state governments, the biennial operating budget) is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law. Even when not required by law, annual operating budgets are essential to sound financial management and should be adopted by every government.

**ORDINANCE:** a formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be ordinance and those that may be by resolution. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances.

**PER CAPITA DEBT:** the amount of a government's debt divided by its population. Per capita debt is used to indicate the government's credit position by reference to the proportionate debt borne per resident.

**PROGRAM BUDGET:** a budget wherein expenditures are based primarily on programs of work and secondarily on character and object class, and performance.

**PROGRAM OBJECTIVES:** measurable output of a program directed toward maintaining the effectiveness of the program.

**PROPERTY TAX:** a tax levied on real property according to the property's valuation and the tax rate.

**PROPRIETARY FUND TYPES:** sometimes referred to as income determination or commercial type funds, the classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds). All assets and liabilities, equities, revenues, expenses and transfers relating to the government's business and quasi-business activities are accounted for through proprietary funds. The GAAP used are generally those applicable to similar businesses in the private sector and the measurement focus is on determination of net income, financial position and changes in financial position. However, where the GASB has issued pronouncement applicable to those entities and activities, they should be guided by these pronouncements.

**QCIC:** Quad City Industrial Center, also referred to as Columbia Park Redevelopment.

**RATING:** the credit worthiness of the city as evaluated by independent financial agencies.

**REALLOCATE:** moving staff or budgeted revenues and expenditures to a different cost center to better reflect the results of their function.

**RECLASSIFICATION:** renaming a specific type of expenditure or revenue to better define its purpose.

**RESERVE:** an account used to indicate that the portion of a fund balance is legally restricted to a specific purpose and is not available for general appropriation.

**REVENUE:** funds received as income including taxes, fees for services, fines, interest, etc.

**REVENUE BONDS:** bonds sold for a construction project that will produce revenue for the government. The revenue is then used to pay the principal and the interest of the bond.

**REVOLVING FUND:** (1) an internal service fund; (2) an imprest account accounted for as an asset of a fund.

**RICOMM:** Rock Island Communications, 911 call center.

**RIEGC:** Rock Island Economic Growth Corporation, also referred to as GROWTH.

**SELF-INSURANCE:** the retention by an entity of a risk of loss arising out of the ownership of property or from some other cause, instead of transferring that risk to an independent third party through the purchase of an insurance policy. It is accompanied by the setting aside of assets to fund any related losses in lieu of payments to an insurance company.

**SERVICE INDICATOR:** specific quantitative measures of work performed relating to the program objectives in a cost center.

**SHORTFALL:** the amount by which budgeted expenditures exceed budgeted revenues within the fiscal year.

**SPECIAL ASSESSMENT:** a compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**SPECIAL REVENUE FUND:** a fund used to account for the proceeds of specific revenue sources which are legally restricted to expenditures for specific purposes.

**TAXES:** compulsory charges levied by a government to finance services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered, only to those paying such charges.

**TAX INCREMENT FINANCING (TIF):** a tool provided by Illinois Legislature to local governments to investment in blighted areas of the community (called a district) that would not occur without municipal intervention. During the life of the TIF District, increases in property taxes due to increased assessed valuation are deposited into the TIF Fund and used to fund public infrastructure, renovation of buildings, land acquisition, site preparation and other costs to increase the property tax base in the TIF District.

**TAX LEVY:** the total amount to be raised by general property taxes for the purposes specified in the Tax Levy Ordinance.

**TAX LEVY ORDINANCE:** an ordinance through which taxes are levied.

**TAX RATE:** the amount of tax levied for each \$100 of equalized assessed valuation. The tax rate time equalized assessed valuation equals the tax levy.

**TIF:** Tax Increment Financing.

**TRUST FUNDS:** funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

**UAW:** United Automobile Workers.